

JUNE 1, 1943



JUN 16 1943

TWENTY CENTS

Sales Management

Is Too Much of Our Post-War Planning Based on Hope, Rather Than Reality?

Del Monte's Field Service Program Eases Grocers' Wartime Business Woes

Three-Ply Program Keeps G-E Appliances in Shape for "Duration Service"

Curtiss-Wright Offers Its Employee Relations Techniques to Other Firms

... and Peace Came, and the Merchant Knew Not His Strange New Wares

THE MAGAZINE OF MODERN MARKETING

"So glad Schenley laid it away in peace time"



...and there's still a limited supply available

Every drop of Schenley Royal Reserve now available was distilled in peace time. Today no whiskey is being made; all Schenley distilleries are making vital war alcohol exclusively. Thus, you may not always be able to get Schenley Royal Reserve...but when you do, use it sparingly...and enjoy it that much more.

SCHENLEY ROYAL RESERVE

BLENDED WHISKEY

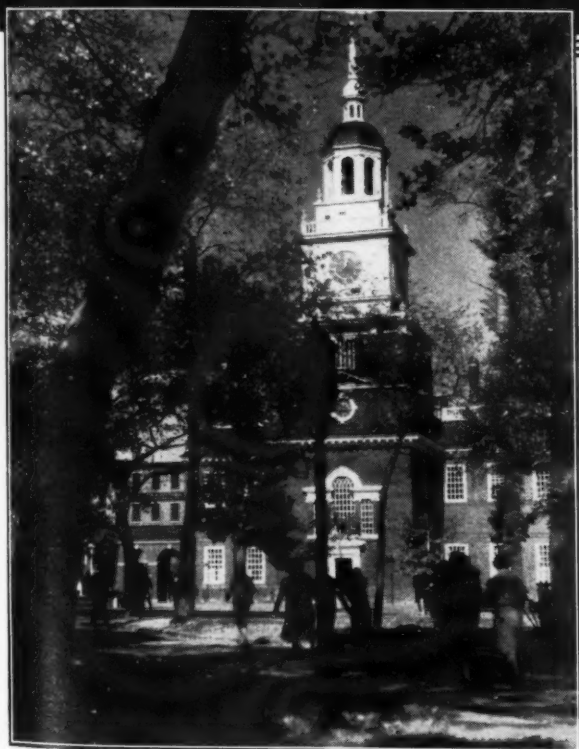
BEFORE ANYTHING ELSE, BUY WAR BONDS

Blended Whiskey, 86 proof. The straight whiskies in this product are 6 or more years old; 40% straight whiskey, 60% grain neutral spirits. 23% straight whiskey, 6 years old. 17% straight whiskey, 7 years old. Schenley Distillers Corporation, New York City.



.. Question ..

IS DETROIT NOW LARGER THAN PHILADELPHIA?



NO, not yet, but it's getting there fast. Philadelphia metropolitan six county area population is estimated to be 3,014,367, or 61,367 more than in 1940. Detroit's metropolitan three county area population is now estimated to be 2,776,000 or 398,371 more than in 1940.

We cite these facts only to emphasize Detroit's importance in any marketing scheme, how rapidly Detroit is growing under the impetus of war contract production and how essential it is to overhaul even recent concepts of the city.

Detroit is capably served by three great newspapers, all about equal in circulation. The Free Press is its only morning newspaper, occupying an exclusive position with respect to distribution and readership. While Detroit's population increased 12.5% since 1940, Free Press circulation increased 60,633 copies per day or 20.6% in the same period, without any increase in its advertising rate.

The Detroit Free Press

STORY, BROOKS & FINLEY, INC., Nat'l Representatives

JUNE 1, 1943

[1]



Handy-book for Unhandy Rookies

Yes, we're a nation of mechanical genuises, you proudly think, as you watch the jeeps, and peeps, and roaring tanks in action at your favorite motion picture theatre. But a lot of top kicks could tell you differently, as they try to train a group of greener than green buck privates in the use of screwdrivers and wrenches, using charts and blackboards and plenty of mental !****!!!

Our armed forces are in urgent need of more mechanics—many thousands more—to service tanks, planes, guns, armored cars and jeeps. The great quantities of fighting equipment must be kept in top-notch condition. To fill this need, thousands of men coming from civilian life with little or no experience, and unfamiliar with tools—must be trained.

General Motors Corp., Detroit, whose factories are rolling out the weapons needed to win the war, realized that these weapons are only as good as the men who service them, as well as use them. As a result, the company has prepared and issued a booklet to members of the armed forces on "Hand Tools, Their Correct Usage and Care," to help the men in our Army who have five thumbs and three hands, when it comes to anything mechanical.

The subject is presented in a very different manner from that in a conventional text. Cartoons and drawings, profusely and entertainingly used, illustrate the "hows and whys" of tool usage. Screwdrivers, hack-saws and files are explained for the benefit of the fellow who thought he was good if he was able to put up his wife's venetian blinds. Chisels, punches and wrenches take on identity as tools, not "fightin'" words, as new lessons are hammered home to the men.

The sergeant who talks from the pages of the book is typical of those hundreds of instructors assigned to the important task of teaching mechanics. The scene—a classroom in an Army Ordnance School. The principals, the six out of every ten men in our Army who are being trained as specialists. The plot—to train the men who are going to keep the tanks and trucks rolling, to keep a modern mechanized division which makes use of over 400,000 horsepower, on the move.



This fellow, definitely not related to Thomas Edison, learns to keep a screw-driver shank vertical to a screw head.

If only his head were as large as his right thumb, he'd know that a screw driver is not really a pry or pinch bar.



Alcoholics Anonymous

Sales managers who bewail the fact that the performance of their star salesmen is hampered by drink might like to know of the organization called *Alcoholics Anonymous*. It is made up of persons who have suffered degradation and worse because of their weakness for liquor, but who have been rehabilitated, and who have adopted the avocation of helping others to overcome that same difficulty.

The group which SM's reporter met at a recent gathering of AA's (as members of the organization call themselves) was made up of personable, prosperous-looking men and women, of whom it was difficult to believe that they had once reached the end of their rope. They looked rather like salesmen and sales managers, and their wives—and it turned out that many were just that. In fact, the meeting was conducted that night by a sales manager for a large electric supply house, who later told SM privately that he had been a victim of drink for twenty years; that the salesmen under him had made a practice of "covering up" for him; that his superior had been reduced to doling out expense money to him at conventions in limited amounts—so long as he stayed reasonably sober; that he had had to make it his custom to ask someone to keep his automobile key for him, when the urge to drink overcame him (as it did almost daily). He used to crowd a week's work into three days, flying from one city to another and handling some sections of his territory by long distance, in order to be free to devote the end of the week to hard drinking.

Thanks to AA, he says, he can now entertain clients, stay with them in night clubs till four o'clock in the morning, pour liquor from the bottle and serve it to others for hours on end, without touching it himself.

The members of Alcoholics Anonymous are not reformers. They see no harm in liquor for those who can take it. But they belong to that small, but troublesome segment of the population in whom a sip of alcohol, once admitted into the system, sets up a craving for more; and with whom the craving, if indulged, becomes progressively worse. They claim that the first step in their rehabilitation is the acceptance of this circumstance, and meeting its challenge by refraining from taking "the first drink."

One may accept as much or as little of the AA program as is needed. Members are untiring in their efforts to acquaint true alcoholics with their work and to help them, provided they are sincere in their desire to stop drinking. (All hard drinkers are not alcoholics, in the AA sense of the word; for them, the term embraces only those who can't drink a little without drinking to excess, and those who can't handle that excess without becoming nuisances to themselves and others.)

In addition to acknowledging that drink has got the best of him and that he must stop, the individual who adopts the AA program is asked to have an open mind with respect to a higher Power, though not necessarily in accordance with any orthodox religious faith. Innately religious persons usually respond by resuming the religious affiliations they have had in the past, but agnostics also have found it possible to inject a note of spirituality into their lives. Since most drinkers are afflicted with self-pity, resentments and phobias, the program also embodies making a "personal inventory," and washing the slate clean of such self-destroying

SALES MANAGEMENT, published semi-monthly on the first and fifteenth, except in May and October, when it is published three times a month and dated the first, tenth and twentieth; copyright June 1, 1943, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 306 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879, June 1, 1943. Volume 52, No. 12.



The City Farmer discovers the FARM JOURNAL

Sorry, Mr. Gotrocks, but we can't accept your subscription. We can print only 2,700,000 copies a month now—paper restriction, you know—and we need all those for our rural subscribers. But we appreciate your interest in the FARM JOURNAL. It shows you are a keen business man with the right farming instinct.

By all means, read the June FARM JOURNAL. You can learn more in twenty minutes about the food situation in the United States than by reading city newspapers for six months. You will get an idea, at the same time, why the FARM JOURNAL has advanced steadily to undisputed farm leadership—it truly represents the interests of the 57 million rural population. It is the largest rural magazine in the world.



GRAHAM PATTERSON, Publisher



Washington Square, PHILADELPHIA

Of the FIRST FOUR general magazines
ONE covers the rural market

In more than 2000 counties of the 3072 in the United States, FARM JOURNAL has more circulation than any of the other three magazines shown above.

**POST-WAR
PLANNING
Begins at Home**

★

**BUY
MORE
WAR BONDS**

★

forces. Local AA's stand by him during this period, offering comfort and in many instances material aid. He spends a great deal of time with them and is encouraged by their accounts of their come-backs. Occasionally he backslides a couple of times, but if his desire to stop drinking is serious, he usually solves his problem and becomes a pillar for others to lean upon. It is a tenet of the society that, in order to stay cured, one must work actively in behalf of others. There is plenty to be done, with psychiatrists, doctors and ministers furnishing a steady stream of persons who have "tried everything else" without breaking the chains which enslave them.

The originator of the AA movement is a New York stockbroker who had found that he could ward off surrender to his craving for liquor by seeking to fortify other alcoholics against their weakness. During a business trip to Akron, he met a physician whose career had been wrecked by alcohol, and from experiments with the mutual-help idea they evolved the workable system now practiced by Alcoholics Anonymous. The organization is a loose one, without officers, dues or rules other than the requirement that no intoxicated person may attend AA meetings.

Membership has grown rapidly and is believed to be about 10,000 now. Its growth has been stimulated by the publication in 1939 of a book, "Alcoholics Anonymous" (Works Publishing Co., Church St. Annex, P. O. Box 658, New York; \$3.50), which expresses the philosophy behind the movement and recounts case histories of more than a score of members; and by the publication of an article by Jack Alexander, on the subject, in the March 1, 1941, issue of the *Saturday Evening Post*.

Expenses are not high, since meetings are often held at members' homes, and activities are likely to be carried on by volunteer workers. Royalties from the book, gifts, proceeds from passing the hat at meetings, defray office and club rentals, the cost of printing pamphlets and the salaries of the handful of paid secretaries who are associated with the organization. The men who started it remain in the background and are not known by name to most members, as it is a part of the philosophy of the movement that it should not be pegged to the personality of individuals or to creeds—or even to principles, except those revolving around the practical problem of helping alcoholics to stop drinking. It is felt that in this way, more persons will be drawn into the circle.

There are no restrictions as to membership. Laborers and executives are welcomed equally. All races and nationalities are eligible, though, oddly enough, not all races and nationalities are equally susceptible to the peculiar combination that makes an alcoholic.

The Negro, for instance, may be a hard drinker and he may even get drunk, but he is generally a pretty well-adjusted person; and he rarely faces the problem of being unable to stop drinking if he wants to do so. Some potential alcoholics seek escape through other channels than liquor—through hard work, for example, and become successful and very highly honored members of society.

The comparatively large number of salesmen in the group is easily explained. Salesmen are usually peak-and-valley individuals, subject to moods of depression. In the natural course of events, their work must bring them some disappointments—in cancelled orders, unattained quotas, reprimands—sent by letter—from the home office. The habit of drinking may grow out of entertaining clients. Loneliness is often a factor. "When I was away from home, that period right after dinner used to be my Waterloo," said one salesman.

The group claims that more than two-thirds of their number are eventually recovered, and more than half recover almost immediately after affiliating with the group. Even if this should prove to be an over-optimistic estimate, actual results are miraculous when contrasted with cures achieved through other means.

Groups are being formed in more and more communities throughout the U. S. Inquiries may be addressed to P. O. Box 658, Church Street Annex, New York City.



Only in wartime is the scales of justice handed each individual. "Kill or be killed!" is a harsh watchword, but that is the way of war.

what is good and what is evil?

IN BUSINESS, these days, there is little of yesterday's "dog eat dog" thinking. Men have found success more lasting through saneness than through selfishness.

In a way, the Mirror has become a symbol of modern business sanity and unselfishness. For, among all tabloid newspapers, the Mirror took a road which diverged from that which had led to material success. And on this new road, found a success even greater

In 1936 the Mirror sought a new way to the minds and hearts of readers. For the old way was not good; too much depended upon externals, too little upon intrinsic worth.

So, seven years ago the Mirror was remade. A new editorial outlook was developed which said, in substance, "The people are possessors of mature minds; they can think, reason and judge. Give them the facts and they will make their own decisions."

And so the Mirror confines its editorial-

izing to the editorial pages; the news is unadulterated, fresh from the wires of all three great news services—factual and fast. Features purposely appeal to an adult readership; even the comics are "sensible." The Mirror is a new kind of tabloid newspaper. No longer sensational, it reports in picture and text the world's developments for an audience that grows in appreciation—and in numbers.

The 1943 Mirror is the third largest daily, the second largest Sunday newspaper in all the United States. And that, we think, is a measure of reader interest.

Advertisers, too, approved the change. In 1942 they gave the Mirror more lineage and more of their advertising dollars than ever before. And that, we think, is a measure of reader responsiveness.

Today's Mirror is bought at newsstands by over 750,000 reader-friends daily; by more than 1,700,000 Sundays.

the MIRROR... new york

Member of ASSOCIATED PRESS • UNITED PRESS • INTERNATIONAL NEWS SERVICE • AP, INS & STAFF PHOTOS • MEDIA RECORDS
ADVERTISING FEDERATION OF AMERICA • AUDIT BUREAU OF CIRCULATIONS • AMERICAN NEWSPAPER PUBLISHERS ASSOCIATION.

JUNE 1, 1943

[5]

Sales Management

VOL. 52, NO. 12

JUNE 1, 1943

CONTENTS

Advertising

- Advertising Must Be Maintained, Companies Tell Stockholders..... 66
How to Measure the Potential Value of Your Radio Advertising..... 50
By Richard Manville
Advertising Analyst

Dealer Relations

- Del Monte's Service Program Eases Grocers' Wartime Business Woes..... 24
By Elsa Gidlow
Formfit Tells Dealers, "If You Can't Sell Corsets, Retread 'Em!"..... 32

Employe Relations

- Curtiss-Wright Offers Its Employe Relations Techniques to Other Firms..... 60
By R. C. Fyne

Foreign Trade

- It's Still Sales Promotion—but It's Spiced the Latin-American Way..... 22
By J. David Catbcart
Sterling Products International, Inc.
Newark, N. J.

General

- ... and Peace Came, and the Merchant Knew Not His Strange New Wares..... 18
By Lester B. Colby
California Olive Oil Exploits Opportunities to Win U. S. Market..... 26
Significant Trends 15

Post-War Planning

- Is Too Much of Our Post-War Planning Based on Hope Rather than Reality?.... 46
By William H. Lough, President
Trade-Ways, Inc.
New York City

Product Design

- Wood Springs Pinch Hit for Steel; Designing Them Is No Clambake..... 35

Salesmanship

- What Qualities Make Good Salesmen Good?..... 57
By R. A. Floberg, Division Sales Manager, Morton Salt Co., Chicago

Selling in Wartime

- Kid Books Boom As Parents Seek Antidotes for "War Fever"..... 30
Three-Ply Plan Keeps G-E Appliances In Shape for "Duration Service"..... 36

Departments and Services

- Campaigns and Marketing 21
Comment 76
High Spot Cities 68
The Human Side 2
Media and Agency News 72
News Reel 17
Scratch Pad 44



EDITORIAL STAFF: RAYMOND BILL, Editor and Publisher; PHILIP SALISBURY, Executive Editor; A. R. HAHN, Managing Editor; EDITH KINNEY, Desk Editor; RAY B. PRESCOTT, Director of Research; H. M. HOWARD, Production Manager; CHRISTOPHER A. ANDERSON, Promotion Manager. ASSOCIATE EDITORS: LAWRENCE M. HUGHES, LESTER B. COLBY, D. G. BAIRD, RUTH FYNNE, FRANK WAGGONER, ALICE B. ECKE.
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INDEX TO ADVERTISERS

Ernest H. Abernethy Publishing Co. 9
American Telephone & Telegraph Co. 27
Artkraft Sign Co. 75
Audit Bureau of Circulations 67
Aviation 64-65

Better Homes & Gardens 14
Birmingham News-Age-Herald 33
Blue Network Co. 51

Calvert Distillers Corp. 48
The Chicago Sun 53
Chicago Tribune 4th Cover
The Cincinnati Enquirer 61
The George F. Cram Co. 66

The Detroit Free Press 1
The Detroit News 63
Diesel Progress 75

Farm Journal 3
Fortune 14
Fuller & Smith & Ross 31

Good Housekeeping 38-39

Hartford Courant 66
Holyoke Card and Paper Co. 54
Hotel Atlantic 70
Hotel Lennox 75
The Houston Chronicle 56

The Indianapolis News 7
Industrial Publications, Inc. 57
The Johnstown Tribune-Democrat 54

KECA (Los Angeles) 72
Kimberly-Clark Corp. 55
KSO-KRNT (Des Moines) 52

The Linweave Association 69
Long Island Daily Press and Star Journal 43

Macfadden Publications 58-59
The March of Time 74
Mathias and Carr, Inc. 75
McGraw-Hill Publishing Co., Inc. 12-13, 64-65

The Nashville Banner and Tennessean 49
Nation's Business 56, 62, 66, 75
The New Britain Herald 72
New Orleans Times-Picayune 47
The New York Mirror 5

The Daily Oklahoman and Oklahoma City Times 28-29
The Omaha World-Herald 42

Pittsburgh Post-Gazette 45

Ross Federal Research Corp. 73

The Saturday Evening Post 10-11
Schenley's Royal Reserve 2nd Cover
Scripps-Howard Newspapers 8

Time 3rd Cover
Toledo Blade 41

Western Transit Advertising 37
WSAI (Cincinnati) 34
WTAG (Worcester) 71
WXYZ (Detroit) 44

Significant Trends

As seen by an editor of SALES MANAGEMENT for the period ending June 1, 1943

Ante-Post-War Jitters

FROM THIS POINT ON thousands of Government contracts in private industry will be reduced, cancelled or otherwise altered. Some of the manufacturers will be handed new contracts immediately, but many will not be able to replace quickly the loss which occurs. The result may be a period of hesitation and confusion. Ships and planes will continue in great demand, but both here and in Canada the United Nations are piling up great stocks of unused armament material, with a resultant cut-back in orders and in the building of new factories.

For example, two weeks ago the United States Employment Service received a hurry call from the War Department to get more workers for the city of Elmira, N. Y. The U.S.E.S. put on a drive in the city to recruit women workers. A week later the War Department called them off. The revised war plan called for a shrinkage rather than an acceleration of the Elmira products for which war workers had been requested.

Are the managers of these plants prepared for the changes that are likely to come, if they have not come already? Have they figured out in advance what they would do—what they *could* and *should* do—in such an eventuality? Many sales and advertising managers have (properly enough) wandered far afield in their activities. They are spending more of their time thinking about bond drives, scrap drives, employe relations, absenteeism and other extra-curricular activities than they are about sales and advertising.

One of two things is likely to happen. Either management will become jittery during the period of confusion and hesitation between the stoppage of war contracts and the resumption of the making of peacetime products and will cut promotion activities to the bone—or, this free period will be used to accelerate promotion, on the ground that the piling up of huge armament stock piles brings us just so much nearer the resumption of normal business. Many companies which have been giving a lot of thought to post-war selling now realize that there is going to be ante-post-war sales problems—and possibilities.

A good football team must have more than one standard play; a marketing department should likewise have alternative plans. You do this if *that* happens, and plan X is ready if something *else* happens. And something else is quite likely to happen to anyone during such uncertain times.

"Proved and Sales Wise"

THERE HAS BEEN SO MUCH TALK about new products to come after the war that many dealers and consumers are kidding themselves as to what will be available then. At least, that is the conclusion of T. J. Newcomb, sales manager of the Electric Appliance Division of Westinghouse, who has written a letter to dealers, which appears as a page ad in business publications.

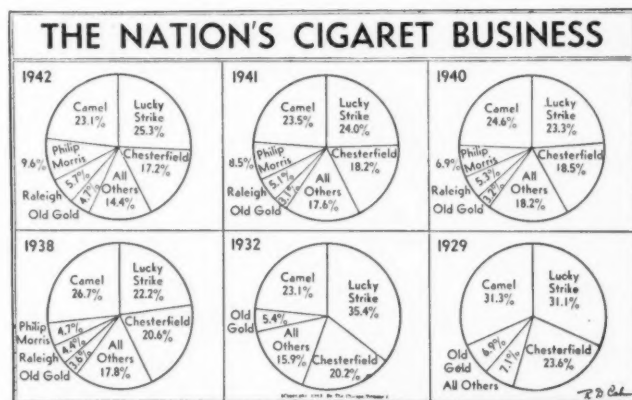
Speaking to electric appliance dealers, he says, "It's all right to talk about new plastic refrigerators and glass ranges—but if you have to wait for months before you can get such products, you're not going to play many tunes on your cash register meanwhile! Second, you will want products that have *acceptance*. Neither you nor your customers will want to experiment with untried products and materials, no matter how novel and glamorous. . . . To be sure, we have our share of new and revolutionary designs for ranges, refrigerators and what not—and we're as far advanced with them as any patriotic manufacturer should be who is 100% in the war effort. But we have been in this business a long time, and we know that *nobody* can introduce new and revolutionary things without *bugs*. And bugs mean delays in getting onto the market, service expense to dealers, disappointments to customers."

Then he goes on to say that dealers are going to hear a lot about the new appliances that are coming, they are going to be told to wait for them, they are going to be told that everything they sold in the past will be obsoleted by what is coming. And, he admits, that is so—*eventually*, but he adds:

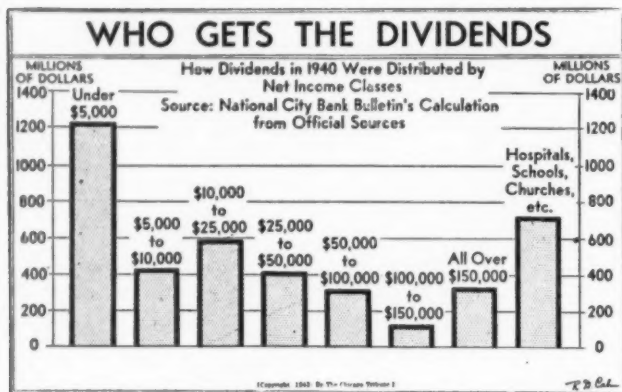
"All we can say is that products that are 'coming' ring no cash registers until they *arrive*. Rushing into them may mean expense to you. We all know that the products you sold in the past gave mighty good customer satisfaction and performance."

It is an unusual ad in several respects. For, in addition to talking straightforwardly on what Westinghouse calls, "Post-War planning with both feet on the ground," Mr. Newcomb gives a plug to his strongest competitors and mentions G-E, Frigidaire and Kelvinator as having, like Westinghouse, "an experience in this business—an experience that involves a lot of 'know how' in appliance engineering, manufacturing, and in working with and making money for dealers."

Westinghouse isn't doing what too many manufacturers are doing—letting the dealer become the "forgotten man" in the war period.



After ten years of trying to eat deeper into the cigaret pie, the Big Three are still further away from being a monopoly. They now have 67.6% of the business instead of 78.7%. Camel is just where it was then 23.1%—while Lucky Strike, though in first place, has dropped from 35.4% to 25.3%. The "comers" of the decade have been Philip Morris and Raleigh.



The less than 10% of our national income which is represented in dividends goes primarily to the wealthy, and yet those with modest less-than-\$5000 incomes get more than a third. The great bulk of our national income is in salaries and wages—more than two-thirds.

“Soap Opera” Listeners

WHO ARE THE WOMEN who constitute the audience for the daytime serials which fill up nearly one third of the time up to 6 o'clock in the evening? Do these serials, as their sponsors would have us believe, bring contentment and happiness—or, does the constant repetition of the triangle motif in their plots set the example for domestic discord in the homes of their listeners, and by portraying emotional stresses and strains make their listeners neurotic?

These and other questions seem to have been answered quite conclusively, so far as the women of Iowa are concerned, in a booklet published by Station WHO, Des Moines, and called, “Daytime Serials and Iowa Women.” Questions about daytime serials were answered by 5,324 women, constituting a reasonably accurate cross-section of the women of the state from the standpoint of place of residence, age, education, and economic level. About half of the women were regular listeners to soap operas, and these “fans” averaged five such programs a day.

But when these “fans” are examined as to education, age, place of residence and economic level, it turns out that there is no recognizable daytime-serial-listening “type.” The 50% of all the women who listen to daytime serials are almost identical with the half of the women interviewed who do not listen to serials. Variations exist between the two groups in age, in the amount of education received, in the proportion of rural women and urban women, and so on. But these variations are relatively small.

The factors which cause one woman to listen, while her neighbor has no interest in radio serials, are subtle and hard to detect. Serial listening or non-listening may be the result of such factors as the extent of the musical training a woman receives, or the number of small children in her home, or the type of books she read in her teens, or the availability of daytime musical programs, or the state of her health, or her nearness to a motion picture theatre—and scores of other reasons.

In other words, there seems to be no “serial-listening type.” Serial listeners may be found among women of every type and every class; non-listeners to serials may be found equally among the same group. Women listen

to serials as the result of a complexity of causes of which in most cases they are not even aware.

Significant Shorts

Vicarious Vacations: W.P.B. wants defense workers to have vacations to maintain morale . . . W.M.C. says—yes, take a rest . . . F.D.A. suggests time taken from regular jobs be spent helping farmers . . . O.D.H.W. thinks vacations should be spent tending Victory Gardens . . . O.C.D. says—brush up on air raid precautions, fire drills, police duties . . . U.S.T. says—don't spend money . . . O.D.T. says—don't travel . . . S.S.C. murmurs—don't stray far from draft board.

Booklets Worth Reading: Here are capsule mentions of booklets which will be helpful in post-war planning. Ford, Bacon and Davis, 39 Broadway, New York City, helps to answer which lines to push and in what way, through a pamphlet called, “Are You Putting Pay Dirt In Your Post-War Plans?” . . . MacFadden Publications, 205 East 42 Street, New York City, has published a helpful and challenging 48-page book, “The Destiny of Free Enterprise” by Everett R. Smith . . . The National Association of Manufacturers, 14 West 49 Street, New York City, has reprinted the *Reader's Digest* article by F. C. Crawford called, “The American Triangle of Plenty,” which is designed for employee distribution . . . Fawcett Publications, Inc., 1501 Broadway, New York City, offers a good glimpse of the future in “After Victory—a Digest of Post-War Thinking.”

Case Studies By The C.E.D.: The work of the Committee for Economic Development should be of interest to every sales executive, and when they get around to organizing your city, it will be to your selfish interest to clear at least a couple of days a week to cooperate in their efforts to keep enterprise free through providing for full employment after the war. The organization recently has issued 3 case studies: (1) How One Company Has Planned for Its Post-War Business Opportunity. (2) Business Planning Now for V-Day. (3) Post-War Planning Program of Tennessee Enamel Manufacturing Company. You can get copies of these by writing to C. Scott Fletcher, Field Director of the Committee for Economic Development, Commerce Building, Washington, D. C.

Markets After The War: This is the title of a booklet prepared by the Department of Commerce which is being used by the Committee for Economic Development as a planning guide. You can get it from the Department of Commerce in Washington, or from any of the D. of C. field offices. An excellent digest has been prepared under the heading, “Looking Ahead—No. 2” by Batten, Barton, Durstine & Osborn, Inc., 383 Madison Ave., New York City, and a copy is yours for the asking.

Industry's Greatest Opportunities: Under the heading, “Their Eyes Are On Industry,” the Bureau of Advertising of the American Newspaper Publishers' Association has prepared a complete story of the post-Pearl Harbor advertising of the U. S. Rubber Company—what the company set out to do, what it did and what it has accomplished. Paradoxical though it may seem, the war has given industry the greatest opportunity it ever has had to earn the confidence of the people. Never before has industry had so thrilling a story to tell—and never before has industry had so attentive an audience. For a copy address the Bureau at 370 Lexington Avenue, New York.

PHILIP SALISBURY



Barrett



Twentyman



Potter



Bartlett

Loveman, Joseph & Loeb

PAUL V. BARRETT, advertising manager of the International Correspondence Schools, New York City, has been made director of the Mail Sales Department, in charge of inquiries for I. C. S. training and enrollments. He will continue to direct advertising.

THOMAS JEFFERSON TWENTYMAN is advertising director, Hart, Schaffner & Marx, Chicago, succeeding E. R. Richer. For six years before coming to his present post, Mr. Twentyman was advertising manager, Loveman, Joseph & Loeb, Birmingham.

WALDO B. POTTER has been appointed director of advertising operations for the Eastman Kodak Co., Rochester, N. Y. Mr. Potter joined the staff of the Kodak company in 1921, and has been assistant advertising manager for about ten years.

L. HAYWARD BARTLETT has been appointed director of advertising, Eastman Kodak Co., Rochester. Mr. Bartlett went to Kodak in 1914. A member of the advertising staff continuously since then, he has been assistant advertising manager for 20 years.

NEWS REEL



Sebulske



Wells



Cooling



Bonham

Bachrach

FRED SEBULSKE, manager, Pepsi-Cola Bottling Co., Pittsburgh, has been appointed manager of all Pepsi-Cola Company-owned bottling plants in the United States. He became affiliated with Pepsi-Cola in 1936 when he opened the plant in Pittsburgh.

JOHN E. WELLS, formerly manager of the "Budgit" Hoist Division, Manning, Maxwell & Moore, Inc., Muskegon, Mich., and advertising manager of the Ex-Cell-O Corp., Detroit, has been named advertising manager of The Aviation Corp., Detroit.

S. CARLE COOLING has been elected vice-president in charge of Packer's Cans Sales, Crown Can Co., Philadelphia. In addition to his regular headquarters at the home office in Philadelphia, Mr. Cooling has a sales office in Baltimore, Md.

KENNETH A. BONHAM has been made executive vice-president, The Emerson Drug Co., Baltimore. Prior to joining Emerson Drug, Mr. Bonham was associated with the American Druggist as co-publisher, and before that with Druggist's Supply Corp.

..... and Peace Came, and the Merchant Knew Not His Strange New Wares

Under the catalysis of war, merchandise is undergoing changes so fundamental that the whole pattern of America's pre-war standard of living is already scrambled beyond recognition. To selling, this will mean the biggest "re-tooling" job of a lifetime.

BY LESTER B. COLBY

KEYHOLING may be as good a term as any to use in describing the sort of story this one will be. In recent months I have talked with a considerable number of key men, in a variety of fields, and they have commented rather freely on the coming evolution in merchandising and packaging. The pinch comes in the fact that many of them are not ready, just yet, to go on record personally, or in the name of the companies they represent.

Usually they give convincing reasons for their stand. Final decisions have not been made; technical studies are still under way; they do not want to tip off competitors on what is going on in their laboratories; authority for speaking out has not been given; new methods will stir up hornets' nests, so why speak out in advance of the time, and so on and so on.

"Post-war methods will be changed amazingly," one will say, "and here is what is happening—but don't quote me, please."

I believe the time has come when I can discuss some of these things. They are not idle rumor. They come right from the feed-box, so to speak. Take the case of the meat packers for example. The war has taught them new tricks. When the war is over, some of their best minds predict, we will not return to the old methods.

Bones never again will be shipped about the country in meat carcasses, in halves or quarters, as they have been in the past. They think that meats will be boned-out, the bones and much of the waste fats never reaching the dealers. The bones will be ground up, processed into saleable products; also much of the fats which now go into garbage cans or down the sinks. Dehydrated meat products are an entire story in themselves.

That will leave the butcher little to do. It will reduce him to the mere status of a clerk. Any unskilled man or woman can hand the package over the counter. Butchers may not like

this. Union opposition may have to be considered. Something of a ruckus may be stirred up after V-Day.

Eviscerated chickens will likely come onto the market. The trend already has begun. Why ship entrails hither and yon, paying the freights? Besides, poultry that has been eviscerated and cut up keeps far better. Instead of buying a whole chicken, the housewife will be able to purchase a package of legs, wings, breast, liver, hearts or whatever she wants. The plan already has been tested out in spots and it works.

There's possibility of an explosion in the dairy industry. Perhaps 60% of a milk distributor's investment in the average city is in machinery for washing and filling and capping bottles and in bottles and delivery equipment. Waxed cartons, which are thrown away, are now making inroads in the bottled milk business, as for example in Chicago.

Public Applauds New Package

Tests were made in an Iowa city not long ago to determine if the public would accept an entirely new type of milk "package." I'm told that the public in a few days became enthusiastic over the idea. After the test, the new method was withdrawn and placed on a shelf for reasons not revealed.

This milk, it was explained to me, was packaged in cubes or bars, somewhat resembling a nickel candy bar. It was a solid, but not like butter. It was dehydrated, but still was not "dry" like dehydrated meats or vegetables. Drop a cube or a slice of it into water and in a few minutes you have a glass of milk, I am informed, that cannot be told from fresh, bottled milk.

"This milk will come in a moisture-proof wrapper," said the food expert who revealed the story. "It keeps well in a household refrigerator. The housewife can buy enough to last a

week or a fortnight on one trip to the grocer's. It could obsolete the entire milk delivery system of the nation, junking millions of dollars' worth of equipment and putting milk routes out of business by wholesale.

"Probably the milk industry will try to fight it with legislation and by city ordinances. You know the legal fights which have been waged against delivery in throw-away cartons and the state wars against oleomargarine. But if it comes, it surely should cut the cost of milk hugely."

Technical Men Challenged

"Transition, ordinarily a matter of ten years, has been crowded into two years in our industry," a high executive of a company in the paper-board packaging field told me. "Technical men in the packaging business have been challenged and they've accepted the challenge. They've been put to the test by the necessity of saving critical materials needed in the war."

"Many emergency developments have turned out better than anyone expected, beyond all our dreams, and they'll stick after the war. Today manufacturers will go out of their way to make a paper-board package work. Two years ago they'd go out of their way to prove that it wouldn't work."

"Please get this fixed in your mind: These are replacement packages, tried out in an emergency, and many of them are doing a grand job. They will be permanent fixtures. Every time a problem is solved it does this."

"1. It frees a quantity of critically needed materials; tons of metals and maybe millions of feet of lumber.

"2. It saves, in many instances, a consumer product which might have been kicked off the market for lack of packaging.

"3. Many businesses, undoubtedly, would have passed out of existence if their packaging problems had not been solved."

The outstanding example of the latter is the dog food industry. Before Pearl Harbor, more dog food was sold in tin cans than any other item. The WPB, clamping down, gave the manufacturers no choice. The order was no more tin for dog food. Manufacturers and the packaging industry got together. A complete new product, with entirely new packaging, kept the industry going. Some manufacturers now predict that we will

never see dog foods in tin again.

OQMG93 is the Army Quartermaster's designation for a product which is also known as "V-board." The people in the armed forces have been a major factor in the newer package developments. They've not only outlined their problems, but have helped in their solution. Because of the Army's needs, paper-board has been developed which will withstand a bursting strength of 750 pounds to the square inch, and also is so weather-proofed that it will withstand rain and even immersion in water.

In the South Seas, a notable example being at Guadalcanal, supply ships have had to sneak in at night, dump foods overboard, and beat it before dawn. They hoped that it would float ashore or that the Army and Marines might salvage it in daylight. In the invasion of Africa the same was done not only with foods but with small arms ammunition. At Murmansk it was done with delicate machinery and equipment.

A number of devices have been used for waterproofing. Not only to protect military supplies but Lend-Lease materials as well.

Small arms ammunition used to be packaged for overseas shipment in metal containers, soldered, and then packed in wooden cases. Today it goes in stout paper boxes dipped twice in wax; two cartons inside a wooden box. Machines have been developed for this water- and vapor-proofing and they will have post-war functions.

"Overseas" Cases Designed

Paper bags, asphalt-laminated, with a fiber box over-pack to protect against tearing, are being used for many types of products sent overseas. Examples: cigarettes, and dehydrated foods, etc.

Still another type of case recently has been developed. The packers use an asphaltic compound to plug all holes to keep the water out. Waterproof tapes are used to seal them at corners and where folds come together.

Such packages may be left in the open, as it often necessary where there are no warehouses or other protection, as often occurs in such out-of-the-way places as ports on the Persian Gulf and many other outposts. They also protect from drifting sands in the far-flung deserts.

Cylindrical paper packages are used around artillery ammunition. This is waterproofed and air-tight. Experts believe that shells thus packed could be stored for 20 years and still be ready for the guns. It is felt that packages like the above, which will keep moisture in or out, dust and dirt



"And this recipe for stew comes to you direct from the OWI Zanzibar Kitchen Laboratory in Washington, D. C.!"



proof, and having long life, will have many peace-time uses after the war.

Their construction is very new. Most of them were not even thought of only eighteen months ago. New materials, new combinations of materials are often used; and all this is due to intensive technical development traceable directly to the needs of war. It all sums up to better packaging at lower cost, plus the employment of materials which are plentiful even now. In the food field alone, the evolution is held certain to be vast.

When one stops to consider that these new types of packages are used to supply an army of 8,000,000 men, each man consuming five and a half pounds of food a day, and adding to that medical and clothing requirements, packaged for forwarding, we have something ponderous to consider.

All the machinery for these war-time needs can at once be converted to peace requirements when the war is ended. Distant lands, as the Lend-Lease areas, will be familiar with our goods and our packaging, and presumably will want a flow of supplies. It is to be hoped that they will be willing to pay for them.

Pliofilm, a packaging material which loomed importantly just before the war began, has no place at all any more in ordinary commercial use. It is employed now to pack delicate airplane parts which must be protected against any spot of rust or dust or dirt. These, and even motors, go abroad now in pliofilm.

Coffee, cocoa, tooth powder and many other commonplace items are now in new packages; mostly of paperboard or glass. Glass coffee containers, once capped with tin, now have fiber tops. Plastic tops were used until that, too, became scarce. And tobacco tins—

One tobacco manufacturer, I have been told, used to produce 1,000,000 packages of tin each day! That took a world of black plate, tin and solder. Now cartons are used. Lead foil has largely gone the way of tin for tobacco packages. The billions of packages of cigarettes, once almost all using a thin foil, are now in new "houses," as one brand reminds us over the radio.

The paper industry, beset with demands from a thousand new sources, is straining every nerve to keep up with requirements, not only for prod-

uct, but for new designs and techniques. Paper manufacturers feel confident that they will hold most of their gains because the machinery will be there, in action; and junking costly machinery is usually a slow process except under the grind of necessity.

One of our top flight cheese executives recently confided to me that a number of new cheese products are under development and that new methods of packaging, using new types of wrappers for preservation, are being produced and tested out.

"Call me from time to time," he added. "One of these days I'll have a good story for you. I can't talk about it right now."

Philadelphia cream cheese was packed in the same package for about 60 years. It was the oldest package in the cheese industry, perhaps the oldest in all foods and one of the oldest in all industries. Its bright foil functioned flawlessly. Then came the war and no more foil. A cellophane-rubber wrap was substituted and then

rubber was out. Now it is a cellophane "combination" wrap.

Industry always has considered it dangerous to change a long-identified package. But under the exigencies of war, the Philadelphia cream cheese package was switched without any noticeable drop-off in sales.

Many cheeses, such as the red Edams and Goudas and "pineapples," have long been dipped in wax for preservation purposes. Wax now is very hard to get so they are coming out, in large measure, in cellophane or cellophane-like coverings. Cut slices and wedges are similarly wrapped; and, if you will re-wrap them in it as portions are used, they will keep well in your refrigerator.

Uncle Sam is grabbing 50% of all cheese right now for the armed service and Lend-Lease.

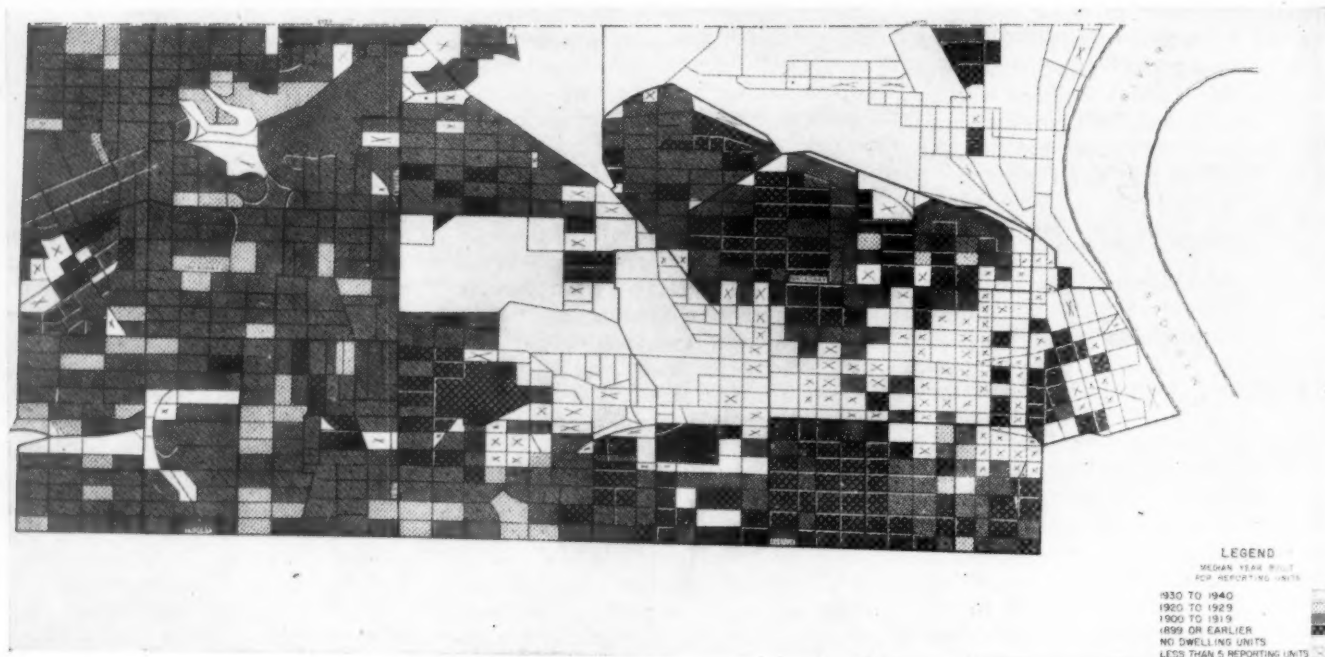
Whispers of amazing new developments are seeping out of the glass factories. We hear of sturdy glass piping, in colors if you wish, so nearly indestructible that it can be used

in plumbing; resilient glass which can be used for springs and which, tests indicate, will have longer life than steel.

We are all quite familiar with plastics, though the public does not know all of that story yet. Now we are getting semi-plastics which are treated and processed plasters. The Army has been doing new things with cement. Put to it for sand, used in the familiar cement mixes, engineers have learned how to make airplane runways and other needed construction by mixing with almost any ordinary dirt. Consider the field which may be opened in peacetime work.

Developments in electronics are a closely guarded secret. Visit any radio manufacturer (and I've visited such plants) and you'll hear guarded murmurs of miracles being developed which may set radio on its ears. Entirely new uses for electronics are whispered. It's a deep-dyed mystery now and something I wouldn't tell—even if I know what it's about.

Government Maps Major Cities by Blocks



Marketing executives whose plans call for intensive block-by-block development of major cities, and those who sell home and building materials, should write to the Bureau of the Census, Washington, for information on the "Housing Analytical Maps" now being released. They will be available for all cities which had a population of 50,000 or more in 1930, and 34 have been published to date.

The bound maps, each city complete in one volume, present the

housing characteristics in graphic form for every block. Each map relates to a particular characteristic, with variations shown by differences in the type of crosshatching.

The illustration above is taken from a 15-inch wide map of one of six sections of Kansas City, Mo., and shows the median year built by blocks. White areas represent no dwelling units, white with an "X" those with less than 5 units, the darkest those built prior to 1899—and so on up the scale

to those with the lightest crosshatching representing blocks with buildings of a median age 1930 to 1940.

The statistics are from the Housing section of the Census of 1940, and in addition to the maps on year built, each volume contains maps by blocks on average rent, major repairs and bathing equipment, non-white households, persons per room, owner occupancy, and mortgage status. Identifying street names appear only on the average rent maps.

SALES MANAGEMENT

Campaigns and Marketing

“Atta Girl, Mom!”

Alexander Smith & Sons Carpet Co., Yonkers, N. Y., has started a campaign in local newspapers designed to give workers in the plant, engaged in the seemingly prosaic job of weaving cotton duck, the same emotional lift that comes to the man or woman building tanks or planes or other primary weapons of war. The technique aims at highlighting the personal relation between the workers and the men at the front. They are not making duck, copy will point out, for nameless soldiers, sailors and marines, but for their pals who used to work beside them in the plant. First ad, illustrated, shows a shadowy figure in uniform, a former employe, standing behind his mother as she weaves stuff for the troops. "Now Frank and Anna are 'teaming' again. But this time it's for a bigger stage. That's why Anna seems to hear Frank say: 'Atta girl, Mom! You're as good a soldier as Pat or Pete or me.'" Each ad will thus relate to a former employe, and will carry the signatures of his pals.

Anderson, Davis & Platte, New York City, is the agency.

Overalls to the Fore

Pressure of wartime needs on the living habits of the American people is bringing about widespread changes in product markets, with the result that manufacturers and retailers in many lines are re-examining long-standing promotion methods in the light of the new problems and opportunities. The influx of millions of people into war work, for example, has boosted work clothes to a position of special importance in the considerations of department store operators. Work clothing departments in leading stores throughout the country show an average sales increase of 41.2% over a year ago.

This gain is spotlighted in a study of the "working man's market and its relation to the department store," made by Crown Overall Co., Cincinnati, to impress retailers with the wisdom of revised techniques in the merchandising of the production army's uniforms.

In the study, which is a follow-up of a survey conducted nearly a year ago, Crown points out that a large number of stores are basing their promotions on recommendations made in that earlier report. The company warns retailers that they will find, aft-

er reading the current report, that the selling of work clothing today is tremendously different from pre-war merchandising.

The study made a number of specific suggestions for recasting work clothes promotions for maximum exploitation of the wartime trend. First suggestion was to study the local market and determine whether the bulk of the business could be expected from farmers, railroad men or workers in munition plants, etc. Crown found that stores which had analyzed the occupational groupings of potential customers had reaped the greatest reward.

For the benefit of retailers who might still be frozen in the pre-war attitude that work clothes do not need promotion, the company declared that "those stores which had advertised work clothes more frequently, supplementing this with continuous or near-continuous window displays, showed the highest percentages of increase in sales." Another point established by the survey dealt with the strategic location of the department. Departments located at an easily accessible spot in the basement were shown to have the best turnover. This was due to the fact, Crown explained, that workmen, like other shoppers, want to feel at ease when buying, and would rather not traverse aisles of fancy goods and ladies' wear to reach the

section where work clothes are sold.

These customers, dealers were reminded, are habitual buyers. They do not expect "mink treatment." Cafeteria-shopping is more to their liking. On the other hand, a self-service arrangement not only would be practical for the management but definitely on the profit side of the ledger.

The report also inculcated studied diplomacy on the part of retailers. "In these times, when merchandise often is difficult to secure, stores tell us that it is wise to devote a sizeable share of your merchandising energy toward establishing good relations with the work market in your community." It suggested cooperation with local war plants to provide entertainment for workers, letting displays and newspaper ads echo the store's appreciation of the man in overalls and his part in the war effort, offering prizes for outstanding achievement in war plants, on the farm, or in any of the essential services.

Other suggestions lift the retailers' sights to the post-war period, when the man who is buying work clothes today will still be making big money and buying many department store products which currently are off the market. "You must show the worker that you take your work clothes department seriously—for that long has been one of the secrets of success of Montgomery Ward & Co., Sears Roebuck & Co., and J. C. Penney & Co., Inc., in building such a strong following."

The account is handled by Grey Advertising Agency, New York City.



"That's the Stuff to Give the Troops, Mom"

ANNA MUYCHEN will write *Agendas* pages for *FF* unless something else takes place; still let the editors know.

That's Right! She's Ranking at the *Monocle* and *Forbes*!
 Frances P. Monahan, 1, St. Anne, is giving you the present gift.
 She's helping you of Private Patrick Monahan and Private Peter
 Monahan, two other sons in the service.

A little over a year ago, Niles and Francis "married" in Florida. Niles says, "I was never there. Francis was a heavy drinker at the time."

*There's no one letter you should be looking forward to in the 1922 year. Alexander Smith Mill was to inform
If you need it, we'll make it. It was such a thing you need, it won't be because we failed you*

Yes, more than ever
NEARLY RIGHT WON'T DO

Some 22 years before the American War of Independence

The construction of a large-scale model of the human brain is a complex task, and the use of a large-scale model is a key to understanding the human brain. The use of a large-scale model is a key to understanding the human brain. The use of a large-scale model is a key to understanding the human brain.

ALLIANCE WITH A NEW FRONTIER COMPANY

John G. ...	David B. ...	James ...
George ...	James ...	George ...
James ...	John ...	Wm. ...
John ...	David ...	James ...

VIGORON

VIGORON es un concentrado de hierro en forma de pastillas. VIGORON vigoriza la sangre, nervios y músculos.

En los casos de debilidad general, anemia, falta de apetito durante los periodos de convalecencia VIGORON es un poderoso auxiliar.

Adquiera hoy mismo las pastillas ferruginosas VIGORON, y obtendrá un vigorizante bueno y eficaz.

JAQUEQUINA

Las píldoras de JAQUEQUINA, procainolisis, resultan en los casos de jaquecas, neuralgias, dolores de oídos, resaca y de muelas.

LA SALUD

La salud es un preciado tesoro que debemos conservar para mejor poder servir a Dios y a la patria. Unida a una buena alimentación, que no se debe olvidar, es la clave para vivir mejor y más feliz. Mejoral, el remedio magistral, es el mejor de todos, porque alivia los dolores de cabeza, resaca y de muelas, y es un poderoso auxiliar en los casos de debilidad general, anemia, falta de apetito durante los periodos de convalecencia.

PIDA SIEMPRE **Mejoral** EL REMEDIO MAGISTRAL

CON MEJORAL ME RIO DEL DOLOR

A la mañana siguiente del baile, la calma le faltó, no tiene sueño que a nada...

Para las grietas, llagas y la ulcera aguda el remedio que se recomienda es la siguiente:

A livia el dolor
B aja la fiebre
C calma los nervios

Mejoral

ES MEJOR CONTRA DOLORES Y RESFRIADOS

LAS AMERICAS UNIDAS... UNIDAS VENCERAN!

MEJORAL PRESENTA:

El Himno LAS AMERICAS UNIDAS

LAS AMERICAS UNIDAS... ¡UNIDAS VENCERAN!

Free song books and "Saint" cards—featuring the brand name of course—make customers and friends out of Latin-Americans.

It's Still Sales Promotion—but It's Spiced the Latin-American Way

If you would sell to our southern neighbors, start with the same time-tested selling and advertising principles which move goods in Kalamazoo or Tallahassee. Then let common sense guide you in altering the formulas to bring them in tune with local buying habits.

BY J. DAVID CATHCART

Sterling Products International, Inc.
Newark, N. J.

(This is the sixth of a series of articles by Mr. Cathcart on selling in Latin-America. Previous articles appeared in the issues dated January 1, February 1, March 1, April 1, and May 1.—The Editors.)

I'VE gone over some of our recent correspondence, gleaned chips, here and there. These chips assembled into a compact log indicate two things: (1) business there is quite like business here, (2) it's different!

To begin with, *bombres y mujeres* seem to buy aspirin (and everything else) for exactly the same reasons as the men and women of los Estados Unidos. Hence, we roll tablets, we advertise them, worry about distribution, set price schedules, marvel at the accomplishments of our men, etc., etc.,

—there, just as here. The product, the market, the need—no difference.

But then, start the minor variations. Bottles of 100 Mejoral (aspirin) tablets, for instance, no go—the trade just doesn't want them. Why? Well, there's no consumer demand. Buying habits, in fact, seem just the opposite. Juan Doe wants his pills one at a time as needed. So we pack our Mejoral (aspirin) tablets in *sobrecitos*!

Sobrecito, translated, means "envelope little," and that's exactly what it is—a little envelope, cellophane, folder and crimped. We turn these things out by the millions. The tablets are enclosed, one to a pocket—it's clean, easy, quick, sensible (might work in the U. S., too, eh?). The same kind of *sobrecito* is used on Ross Pills (laxative), Adams Pills (cold

tablets) and *Jaquiquina* (headaches). Works beautifully!

Retail price on a *sobrecito* is quite likely to be about \$0.01 U. S. money. And the price, too, is quite likely to have been set, firmly, by a board of health (as will have been, also, every word and comma on our *sobrecito*). Even the trade discounts, in some markets, wholesale and retail, must be registered and then maintained.

Frequently, when we hire a new U. S. guy out of U. S. sales, a question, quite sensible, bobs up: "Why don't we self-dispense these penny items? What about the old display-card stunt, 200 *sobrecitos* glued to the front? Or, a least, a help-yourself bin on a counter near the door?" The answer, again, is trade practice. If we produced such a card, or bin, could we sell it? We've queried the trade, they just toss their hands wildly into the air. Never have they done such a thing. And who's to protect them should a *niño* dart out, hands full?

So we don't do it? Should we be bolder? Extra daring, putting out the kind of thing that might please Walgreen or Gibbs-People? Should we, maybe, guarantee retailers' losses for a few months just to get the new practice established? Sales discussions here are the darnedest things; we feel

just like a bunch of Daniel Boones!

Latin-American outlets are pretty normal—*farmacias* or *boticas* (drug stores; *tiendas*, *bobegas*, *changarros* (general stores); *droguerias*, *mayoristas* (wholesalers). Discounts run normal, with advertising controlling both volume and percentages. Witness this comment from a report of one of our managers: "I further contend that we don't need full-fledged salesmen but, simply, honest and intelligent men with good personality, who can take orders!" Advertising means "low-cost selling" in Santiago, just as it does in Schenectady!

Check Salesmen Same as Here

We check on our salesmen, as you do, with card systems; we hire them as *ayudantes* (helpers) and promote them; we pay good wages; we insist on A-1 distribution as a prerequisite to advertising. It's all quite normal.

To illustrate, here's a report picked at random—it's from México. They've hired three girls (because *muchachas* are better at getting information out of men) and started a survey on radio program popularity. Salesman Cortes was given four *ayudantes* (helpers) for the distributing of handpieces on Tiro Seguro (worm expellent), on Mejoral (the aspirin) and Ross Pills (laxative). He'll hit 94,000 homes in the lower *barrios* (neighborhoods) of México City. Two medical students (one boy, one girl) are now out detailing physicians on Leche de Magnesia de Phillips—each has a daily quota of 10 physicians!

The *ayudantes* (helpers or junior salesmen) must be clever. If the generator of a ciné power plant goes on the fritz 463 miles from home, with no repair shop within 463 miles, the *ayudante* is expected to lick the emergency. Were he a helpless kind of guy, he'd not be hired. We've dropped men who've found the swinging bridges, the isolated pueblos and the heavy rains too much for them.

If the tire walls go dry (don't forget those roads, those deserts, those humidity), that's the same guy. And our tuffite paper signs have to be posted and posted well; and our painted walls must be so placed that they won't fade into uncipherable pinks and baby blues; and our ciné shows had better be exactly perfection despite the crowd, the failing power plant, the tripped-over wire, the drunk who wants to climb up into the truck. Oh for the life of an *ayudante*!

We find hand material good promotion in Latin-American markets. An almanac on Ross Pills is our major piece—20 pages, two colors, edited as carefully as any magazine, maps,

saints' biographies, handwriting analysis, airplane silhouettes, liver chats, jokes, dreams, beauty hints, monograms, a calendar—the kind of things which make for long life (and extra sales) in homes that appreciate printed pieces, because so few come in. Our run on this almanac is over 4,000,000: 2,000,000 Spanish, 2,000,000 Portuguese!

Then, almost equally important, are our *chromes* (saints cards) which we buy by the millions — little cards, quietly colored, devout in their appearance, made to be carried in pocket, prayer-book or wallet. Five saints suffice (the best known are the most desired), the pictures are ones which have definite meaning to devout Catholics. Recipients are grateful to Mejoral (or Ross Pills) for arranging that they may have this much-appreciated picture.

The front, below the picture, bears a line: "*Obsequio de Mejoral, nuevo producto contra dolores y resfriados*" (Gift of Mejoral, new product against headaches and colds); the back carries a sales message, in sepia, with illustrated product and logotype.

Our Mejoral wallpiece, an annual thing, reproduces too, some religious subjects. For 1943, we chose the painting "El Buen Pastor" (The Good Shepherd); avoiding anything new or different, choosing, instead something that folks love and have yearned for. Sometimes, we're able to arrange for the blessing of a local church official. That helps. The church is glad to be identified with this fine gift and we're glad, in turn, to have their assistance.

Remember that most of these homes aren't ornamented. There isn't a Woolworth's nearby for the picking up of little pictures, calendars, gadgets, ornaments. The acquisition of a colorful litho, with a picture that's known and cherished, is an event. It becomes a part of the home—more

valued than you'd value the finely framed photo of your brother-in-law. Our 1943 piece may be still be in active use (selling Mejoral) in 1953!

For \$7 per thousand (add 10% to cover shipping), we supplemented our 1942 Mejoral campaign with paper airplanes. Fold them so, insert the wing piece and, swoop, she flies! The kids thought them swell. Likewise, they liked the visors that we sent down, eyeshades, \$4 per thousand. We've a bullfight picture showing thousands of spectators wearing Mejoral visors. "*Sal y Pimienta*" (8-page joke book), "*Payasadas*" (20-page booklet—tricks, magic) and general throwaway handbills (6" x 8", two colors) a whole series of them—all these things are a basic part of doing business in Latin-America!

Sound Trucks Biggest Hit

Sky-writing, we've used it. Bullfights, we've sponsored blow by blow broadcasts, right from the *plaza de toros*. We've special folding platforms to take around the countryside for our rural entertainments (counterpart of the old medicine show). A horse owner in Colombia has become steamed up to the point where he's named his nag, Glostura! If he fails to place, we'll sue!

Our files are crowded with letters from mayors, governors, senators, thanking us for this entertainment or that. The chances are that the total audiences of our seventy sound-trucks, with their 16 mm ciné shows, make us the biggest thing in the Latin-American entertainment world.

These things, then, are what are involved in marketing in Latin-America. And when you analyze them down to their logical components, they're not so terribly different, after all. Any seasoned marketing man, with common sense, can sell to Latins.

EMPLOYMENT OPPORTUNITIES

COULD YOU

- repair a power plant dynamo 10 miles from nowhere?
- chant into a microphone, for hours and hours, "Mejoral es Mejor!"?
- rig up the electrical equipment for a ciné show?
- m. c. the show (and the gags better be good!)?
- hand out hand-outs, post posters, sample samples?
- dress windows, paint walls, erect displays?
- service films, tires, and motor?
- handle pills, tale, bottles, *niños*?

Well, then, maybe you're missing a bet! Sterling's hiring "*ayudantes*" in almost every Latin-American country. And that's all you'd have to do (besides sell, of course). Must be strong, bright-eyed and eager, and not mind long hours! Good future as "*vendedor*!"

men to aid the trade in straightening out the difficulties of point rationing. Jobbers—particularly in areas of acute manpower shortages—have been hard hit in their sales force and office personnel. These same jobbers are struggling to help their trade who are in a similar situation with respect to labor. Many retailers turn their points over to their favorite jobber who "banks" them, the dealer then drawing on the "point account" in ordering his merchandise. Of course this makes more paper work for the jobber. Calpak salesmen have stepped in and helped out on this in all Del Monte territories.

Jobbers Are Assisted

Another service the field men perform is to assist jobbers—suffering like everyone else from lack of manpower—to allocate and distribute available merchandise.

The current campaign is built around the Calpak war effort slogan, "Save the Surplus." The details of this campaign will be given below in the outlines of approach to dealers and approach to advertising. Briefly, "Save the Surplus" is a program of encouragement and assistance to housewives, through advertising and dealer cooperation to supplement decreased canned goods supplies with home production. The salesmen's part in this program is to explain it to the dealer, personally following up a broadside on the subject and the consumer advertising as it appears; to suggest and aid with tie-in displays and point of sale matter; to help the dealer merchandise Victory Garden merchandise such as tools, seeds, work gloves, commercial fertilizer, insecticides, all articles which grocers are already starting to carry. Salesmen also are encouraging the grocer to stock, and helping him to sell, items like fruit jars and rings, canning spoons, kettles and similar kitchen canning equipment. They are suggesting and helping to set up speaking displays like this one:



and to eke out displays or rationed Del Monte items with the unrationed ones, such as dried fruits and raisins.

The field men are also explaining to the trade the altered advertising content of the campaign, its objectives and intentions, and pointing out the job it is doing to make the consumer understand that the hometown grocer is not to blame if he can't supply all the Del Monte items the customer's dollar wants to buy.

Dealers, when shortages first began to be felt, were the target of much of the customer's annoyance. Del Monte advertising tried to explain, right from the start, the grocer's position and to plead for cooperation and forbearance on the part of the public. Salesmen brought this advertising to the attention of the trade. The response from dealers was immediate and grateful. Heckled grocers who had reacted by passing on their squawks to Calpak for not supplying them with enough goods to satisfy customers, changed complaints to smiles of understanding and expressions of thanks for the advertising which helped take the pressure off them. Salesmen did their part in bringing about this better feeling by their own explanations of the situation to the trade.

Go Directly to Customers

Although the draft and general manpower shortages have resulted in a decreased sales force for Calpak, company sales executives say, "We have maintained a good staff." Most of their losses have been to the Services. Despite these considerable losses in men, "we have not lost in point of representation." Frequency of calls has been reduced where necessary; each man covers a larger territory. Calls are less regular. Since the field man's job, now, is service rather than selling in the pre-war sense, it is possible for him to handle a larger territory.

Calpak's approach to dealers under current conditions is best illustrated by describing the spring and summer "Save the Surplus" campaign now being made the feature of Del Monte advertising and dealer promotion. A 12-page broadside which is being mailed to the trade sums up the campaign and its purposes:

"So What?" remarks the cryptic heading. "So you're going to hear a lot of grumbling. You're going to have to do a lot of explaining—and what grocer likes that?" The text of the heart-to-heart chat with grocers continues: "It's pretty clear by now your customers are going to want more canned foods than their ration

book allows them. No matter who's to blame—you take the 'heckling.' So it's important your customers know why rationing is needed—and *what they can do about it!* You can't take the time to tell them! But we can! That's why Del Monte is again going frankly to your customers—just as we did on the Government nutrition plan, on 'Buy-for-a-Week' and on hoarding . . . this time to tell customers they *must* grow vegetable gardens—they *must* put up fruit at home this year—if they want to have all the vegetables and fruits the family will need. When you understand the reasons for this new Del Monte cooperative program, we think you'll call it one of the most constructive contributions anyone has made to help meet the nation's food problems."

Grocers Are Reassured

It is interesting that during the last World War Calpak met a similar situation by asking housewives to grow War Gardens and to do home canning. The dealer broadside tells about this campaign back in 1918, and the advertising that sold it to the Nation. It reassures grocers: "By making customers understand that they will not get *enough* unless they do *their* part—this campaign should go a long way to make rationing work, and take complaints off *your* shoulders. Don't worry about its effect on your canned food business either. Once the war is over, just watch women go back to the convenience, variety and quality of Del Monte. In fact, we're confident that in the long run advertising like this will make your customers think even more favorably of Del Monte. It should mean *more* and *better* business for you, as a Del Monte distributor, when this war is over and we can again give you as much as you want."

The broadside gives brass tacks assistance to grocers, to pass on to customers, by providing an invaluable list of Federal, state, and college handbooks and pamphlets on Victory Gardens and on Home Food Preserving. It urges dealers to "keep this list for reference."

The broadside illustrates the black and white and the two-page color copy which explains the "Save the Surplus" program to homemakers. It gives a full page to a "canning calendar" for the grocer's use and display. The last page of the broadside concentrates a group of "Ideas to Help *Your* Business." It illustrates and explains "Save the Surplus" displays, use of the point of sale material available to the dealer, and gives him suggestions for making up "in every possible way . . . for the loss in your sales volume."

Two suggestions:

1. Use the "Save the Surplus" idea to build up new business to make up for the volume you lose because of rationing. 2. Make sure your canned foods department does its *full job*—brings you your share of points spent by the public in your community.

"This latter is particularly important because despite rationing, canned foods are still a *vital part of grocery merchandising!* Though sales volume is bound to be smaller, your whole canned food department is just as important as ever in building store traffic and in bringing customers into your store with both money and 'points' to spend for the things you carry."

In its April house organ to dealers, Calpak remarks in an editorial on canned foods merchandising: "Rationing gives you an excellent 'trading up' opportunity—with all the advantages that means to your set-up now and later." This message is implied in the broadside described above. It is amplified upon by salesmen in their personal contacts.

The advertising which takes the "Save the Surplus" challenge to the public opened with newspaper copy at the end of February. The page advertising, run in 551 newspapers throughout the country, showed a determined young woman rolling up her sleeves as she declared: "I'm going to have more fruits and vegetables than my ration book allows . . . and

I'm going to do it the patriotic way."

The smaller-type text explained the need, suggested: 1. Put in a vegetable garden. 2. Plan to put up fruit this summer. 3. Buy rationed foods with special care, giving reasons and details, suggestions and information.

In April, double spread magazine color copy (against a mouth-watering mass display of Del Monte glassed and canned foods) reproduced the 1918 appeal to housewives to do home canning, told the story of the current need. Plans for the coming month include color copy in 9 women's magazines repeating the appeal, outlining reasons, illustrating the "canning calendar."

Commenting on company advertising, a Calpak executive says:

"By helping Mrs. John Q. Public understand the food problems of our Nation, as they have developed since Pearl Harbor and urging her to cooperate by joining a great 'Save the Surplus' campaign this summer, we believe Del Monte advertising has contributed to the advancement of the war effort and, at the same time, has done much to take pressure off the retail grocer. Right now, just as in World War I (1918), Del Monte is telling women everywhere that *they* are the only ones who really can lick the food problem—and that the way to do it is to raise Victory Gardens and put up home canned fruits from the surplus fresh crops which will be available this summer."

California Olive Oil Exploits Opportunity to Win U. S. Market

DURING World War I, California olive oil had a market opportunity to establish a brand, and to become known as a fine product, in every way as good as the imported brands. But it missed the bus.

Growers and oil pressers were unorganized. Their oil went East, to be blended with foreign oil. It contributed quality, but it never had any identity.

For years, the organization of the California olive oil industry has been recognized as the toughest marketing job in the state that has gone furthest in cooperative marketing. Many have tried it, but nobody made any headway until last fall, when Harrison Dunham, a Los Angeles attorney experienced in business organization, interested growers and processors in forming Co-operative Olive Products Association, Inc., and signed up about 95% of the production.

Then W. B. ("Doc") Geissinger, an old hand at cooperative marketing, formerly advertising manager of "Sun-kist," interested H. J. Heinz Co. in adding California olive oil to its food specialties among which are Sunmaid raisins, Van Houten's cocoa, Swerl soap and Lakeshore honey. This new account is handled by the recently established Los Angeles office of Batten, Barton, Durstine & Osborn.

The tie-in with Heinz not only simplified the problem of financing a new cooperative marketing association, but shortened the period needed to establish an entirely new brand. Heinz has 1,500 salesmen who call on grocers. When they have sold the "57" line, they sell the specialties. The first round of this sales force should place 250,000 gallons of California olive oil on market shelves, or nearly one-fifth of the whole production.

However, that is only a drop in the salad bowl. In the United States the

consumption is 11 to 15 million gallons in normal times.

Until this year, there has never been a profit on California olive oil, because it has always been pressed from pickling olives, the dark ripe canned olives which were first grown in California. In fact, it never paid its way until the war shortage boosted prices.

Now, olives can be grown especially for making oil, and with better cultivation and fertilizing, the crop can be increased from existing groves.

War has had a magical effect on the crop. Until 1935, California olive trees had seldom yielded more than a ton of fruit per acre. In 1941, with the supply of European oil reduced, and with better prices for domestic oil, the yield per acre rose to nearly two and a quarter tons. If oil continues to pay, it might be raised.

American consumption fluctuates with the price, as much as 50% up or down from year to year, according to the European crop, and according to business conditions which affect the spending ability. The price of olive oil influences the sale of other salad oils, for when olive oil is high, the sale of cottonseed, peanut and sesame oil increases, to drop back again when olive oil is cheaper. There is a long-term downward trend in consumption of olive oil, which adds to the complexities of the market. Whether this is due to improvement in other salad oils, and their national advertising, or to changes in national diet, never has been satisfactorily explained.

"Import quality at domestic price" is to be the merchandising slogan for this new cooperative. The California oil has long been admittedly as good as the imported, and some California bottlers have found clientele who prefer it to the Italian, French or Spanish oil.



SALES MANAGEMENT



"Just getting the wire laid was a tough problem. Keeping it intact in bombings, shellings and adverse weather is a twenty-four-hour proposition. . . . Wire repair crews are made up of four men. Three stand guard while the other works."

(From story by Sgt. James W. Hurlbut, Marine Corps Combat Correspondent)

Telephone Exchange on Guadalcanal

Marine communications men built it under fire. And it has been kept built. The "Guadalcanal Tel & Tel" covers well over a thousand miles of wire.

That is where some of your telephone material went. It's fighting on other fronts, too. We're getting along with less here so they can have more over there.

Telephone lines are life-lines and production lines in a war. Thanks for helping to keep the Long Distance wires open for vital calls to war-busy centers.

WAR CALLS COME FIRST

BELL TELEPHONE SYSTEM



MID-AMERICA



Oklahoma City Population Growth Causes Unprecedented Buying Activity

Within one year's time, Oklahoma County has had a 25.3% population increase. In that year, Oklahoma City has been converted into an immense center of war production and of huge military and naval operations.

For all practical purposes, Greater Oklahoma City is equivalent to Oklahoma County. Registrations for No. 2 ration books in the county indicated a population of 270,259 on March 31. Reliable estimates set an ultimate figure of from 295,000 to 300,000 by year's end.

Oklahoma City's Douglas plant is in active production of aircraft. Ground has been broken for a huge addition.

The Oklahoma City Air Depot, a model operation for the entire Army Air Forces, is employing 17,000 workers ...and expanding.

Oklahoma City is ringed by air bases of the army and navy, training centers, flying schools, hospitals, and other operations. Influx of civilian workers and military personnel to man these operations is taxing the city's housing facilities.

Most noticeable result of Oklahoma City's remarkable growth is the unparalleled activity in its retail stores. Since the first of the year, department store sales gains have far outstripped the average of the Tenth Federal Reserve District, eclipsing such war-active cities as Tulsa, Wichita, and Kansas City week after week.

Oklahoma City Buys Cruiser in One-Day Bond Drive

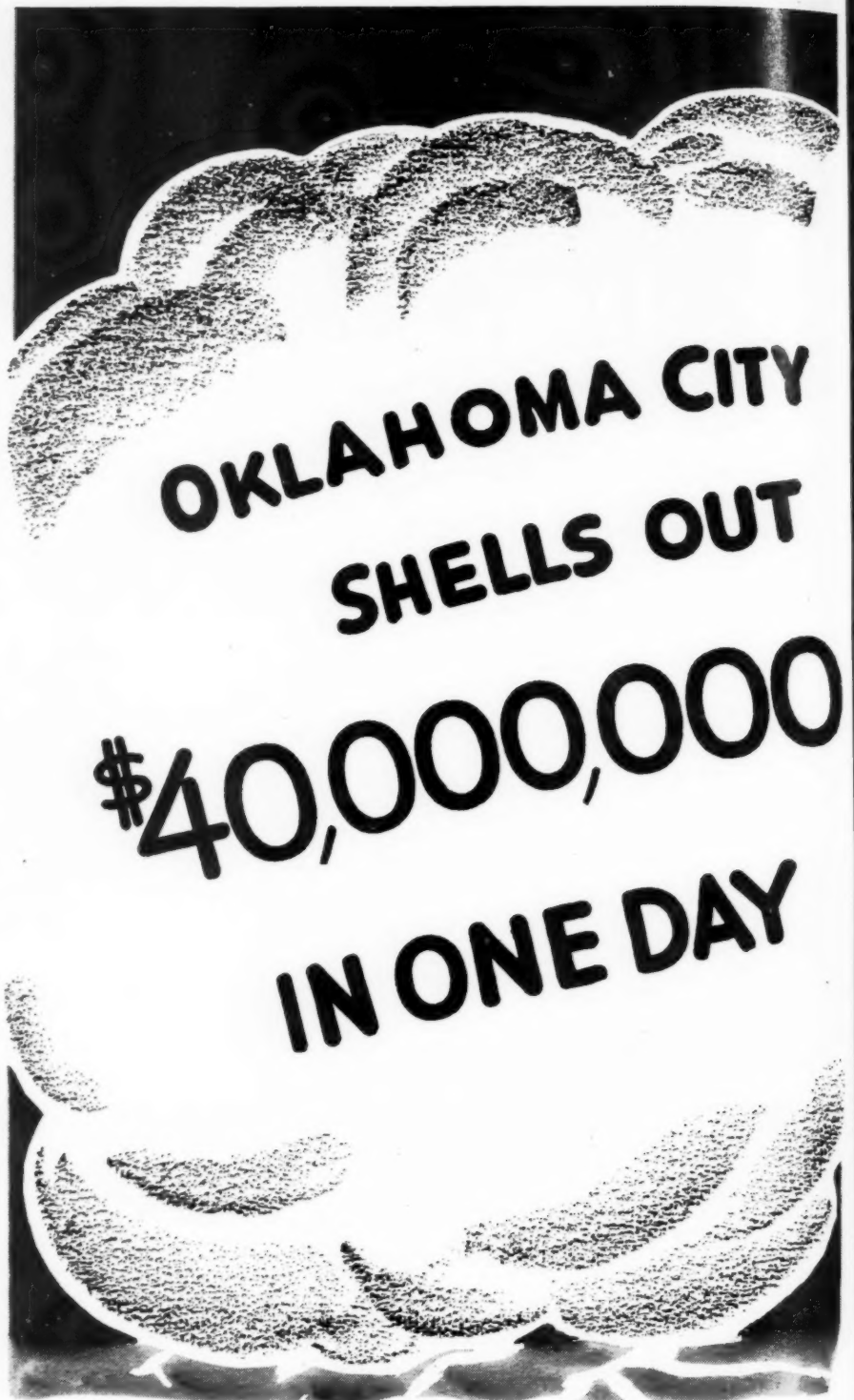
Oklahoma City rolled two big jobs into one and got them both done in one day. The day was April 22, 54th anniversary of "The Run of '89" during which the city was founded.

The first job was to sell the county's April quota of \$8,000,000 in War Bonds. The second was the financing of the \$40,000,000 cruiser U.S.S. Oklahoma City, a spontaneous community enterprise.

To accomplish the job, a movement was started to turn the city's entire day's gross sales receipts, wages, salaries, fees, commissions and so forth into War Bonds.

With only 11 days advance preparation, the day arrived amid a demonstration of community enthusiasm and cooperation seldom seen in this section. The \$8,000,000 bond quota was a push-over, and the community went on to oversubscribe the \$40,000,000 for the cruiser.

When men write the history of community enterprise, one of the outstanding chapters should surely be the story of how Oklahoma City joined hands on April 22, 1943, to put its fighting ship, the U.S.S. Oklahoma City into the fight for victory.



Greatest Buying Spree In City's 54-Year History!

APRIL 22 is a red letter day in Oklahoma history! On April 22, 54 years ago, 10,000 adventurous pioneers asserted their courage and faith in the future by founding Oklahoma City during the historic "Run of '89".

On April 22, this year, 270,000 persons on the same spot, reasserted their courage and faith in the future of their city and the nation by purchasing in a single day more than \$40,000,000 in War Bonds.

Oklahoma Cityans in every walk of life stamped bond shelters to make it the most spectacular buying exhibition

in the 54-year history of a community which has grown and prospered through its eagerness to tackle any kind of job ...and get it done.

More than 3,000 Oklahoma City firms pledged the day's gross receipts to the purchase of War Bonds. Thousands of individuals put their day's pay, and more, into Bonds.

April 22 is indeed a red letter day in Oklahoma City. It is the day when everyone joined hands in a 24-hour salvo to purchase the cruiser, U.S.S. Oklahoma City, to be launched late this year.

SALES MANAGEMENT



IN THE middle of Oklahoma City's intense buying activity . . . causing some of it . . . guiding the spending of this flush community into War Bond and retail channels are the two newspapers which have been in the thick of things in Oklahoma City since its founding day on April 22, 1889 . . . The Daily Oklahoman and the Oklahoma City Times.

THE DAILY OKLAHOMAN **OKLAHOMA CITY TIMES**

THE OKLAHOMA PUBLISHING COMPANY

The Farmer-Stockman ★ WKY, Oklahoma City ★ KVOR, Colorado Springs
KLZ, Denver (Affiliated Management ★ Represented by The Katz Agency, Inc.

JUNE 1, 1943

Kid Books Boom as Parents Seek Antidotes for "War Fever"

Apparently nobody wants American youngsters to grow up like little Nazis, believing in the glory of international gun play. For Mama and Papa are calling on Mother Goose, Alice, and other old-time favorites to ease the impact of war on childish minds.

WAR has caused a boom in children's books. Dealer demand for juvenile volumes during the first three months of 1943 has been more than double that of the average year for the same period. Government restrictions on paper are adding to the problems of the publishers. And quotas now are limiting shipments.

H. H. Woodworth, sales promotion manager of Rand McNally & Co., Chicago, believes that one of the chief reasons for this situation is the current toy shortage. But there are other reasons: more money in the American home is one of them.

Then, too, with Little Orphan Annie and almost all of the other comic-strip characters sinking subs, capturing spies, cloud-hopping in fighter planes or bombers, snaking their way through jungles, getting deeper into intrigue, or into hand-to-hand encounters with Nips or Nazis—parents are hunting for the old-fashioned juvenile as an antidote to war fever.

Deliveries by Quarters

They're trying to find something to counteract the war-frayed nerves of the children who, they feel, are being overfed on blood and battle through the comics and radio, as well as the everyday conversations among their elders. The Five Little Bears, Fraidy Cat, the Bashful Gold Fish, the Plump Pig, the Copy-Kitten, the Crybaby Calf—even Robinson Crusoe, Robin Hood, Alice in Wonderland and Mother Goose, are staging a comeback. Bible Story books are moving in a big way.

Rand McNally & Co. recently has been compelled to restrict customer purchases. It is allowed only 90% of the paper, by weight, that it put into books in 1943. Says Mr. Woodworth "By reducing the weight of paper in some books, by trimming others, and by effecting certain other economies, we probably shall be able to produce more volumes than we did in 1942. But that still will not enable us to meet the demands for books."

In its effort to keep the situation

under control and at the same time to satisfy all dealers, Rand McNally has divided the remainder of the year into quarters: April 1 to June 30; July 1 to September 30, and October 1 to December 31. Deliveries are limited, for each quarter, to 25% of the customer's purchases of trade books during the calendar year of 1942—except that should a customer not purchase his quota in any one of the quarters, he can increase his buying in the succeeding quarter to bring it up to level.

Books Replace Toys

In addition, orders are accepted subject to ability to deliver on the shipping date. The right is reserved to ship less than the quantity ordered in any title or titles and to increase or decrease the quarterly quotas should future developments permit or require. Atlases, maps, globes or text books are not affected by this order.

Hardware jobbers recently have come into the market seeking juvenile books, Mr. Woodworth commented. The reason: Hardware stores have long had toy departments; toys now are difficult to obtain, and these stores are trying to increase their sales by stocking books and thus competing with established book stores and department stores. To add to the confusion, department stores and others have, to some degree, resorted to panic protection buying. Many have placed large orders in the hope that, even if they are scaled down, they still will secure enough for their needs.

"Book manufacturers have been reluctant to ration customers," Mr. Woodworth pointed out, "but we are being forced to do it because there is a ceiling on what we can produce. We get just so much paper and no more. Our problem is so to manipulate that we can increase our volume with only 90% of the paper stock previously available."

"This unusual demand did not come suddenly. It was noticeable months ago, and 1942 was the biggest year in history for publications of this type. To what heights sales would go, if we could have free rein,

is only conjecture. If ever there was a need for children's books, it is today. Children breathe and sleep war. We cannot let them grow up knowing nothing but war. Parents are turning to juvenile books as a solution.

"There is a heavy demand for the better books—up to \$2—but the largest volume is in the low-cost brackets. We cannot begin to supply the ten-cent items carried in the five-and-ten stores."

Small Books Are Promoted

"First Aid for Parents" is the subtitle of *The Happy Book*, which preaches "the fun of doing things right." With father off to war or working long hours in a munitions plant, or mother, sister or aunt doing a riveting job on an airplane assembly line, its approach to child psychology is described in couplets, thus:

Does Horace fail to wash his hands?
Does Susie beg and make demands?

Does Jane, when she is through with play,
Neglect to put her toys away?

Does Helen, when she takes her scrub,
Leave dirty water in the tub?

Does Johnny, gazing into space,
Forget to dress and wash his face?

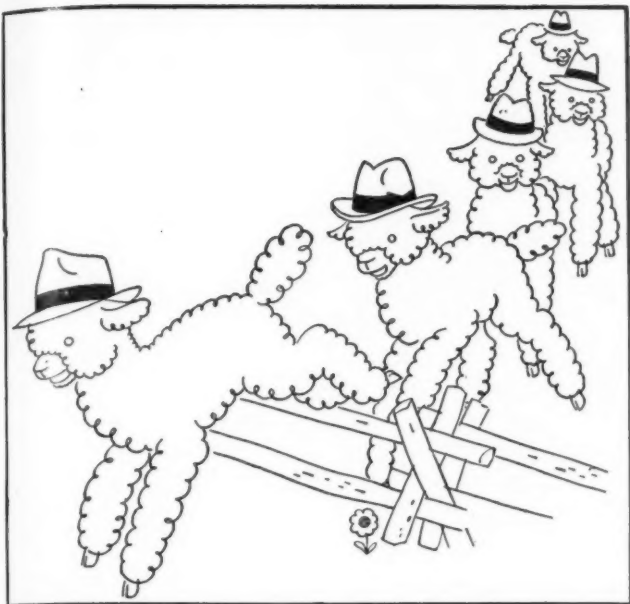
In problems such as these and others,
This book will cheer both dads and mothers!

The Scarecrow and the Tin Woodman, Toto, the Lost Princess, the Patchwork Girl, Jack Pumpkinhead and Rinkitink, and all the other characters in the Oz books, are getting a new lease on life because they lift the little people of the nation out of the mire of blood and destruction in which the world is now immersed.

Various plans are being put into effect by book manufacturers to meet their problems. Some of the "slow movers," when the stocks run out, will not be reprinted. Smaller books, which take less paper, will be promoted in favor of the larger, more bulky volumes. There will be fewer new books printed.

Because manpower is at a premium, dealers are asked not to send through a series of small orders, but to hold and consolidate them into worthwhile shipments. This saves much routine billing and shipping. For it costs almost as much to ship one book as it does to ship 20.

On the other hand, setting up quotas, figuring them by quarters, and so on, means extra work, additional cost. This, however, is considered a good investment because it helps to spread the available supply and to keep some stock in the hands of all dealers. And that tends to keep everyone in business.



Why advertising managers' sheep wear brass hats

If there is any virtue in wooing sleep by counting sheep, let no advertising manager be surprised when his flock shows up wearing brass hats. Brass hat problems are what make sheep-counting necessary in these times.

Count *one* . . . There's got to be a new production drive idea for the labor-management committee. Who'll produce it? The advertising manager.

Count *two* . . . Postwar planning committee wants a program. One that will work. It ought to keep what's left of salesmanship inspired. Where to find it? The advertising manager, of course.

Count *three* . . . Needed, a report on company qualifications for a special war job. Get the facts. Arrange them. Ready them for presentation. Whose job is that? Whose—why, the advertising manager's.

Keep counting . . . How about that data for meetings with WPB, WLB, OPA, or what have you.

Plans for conservation of materials, for maintenance education and service education. Programs for War Bonds, for rationing information.

As responsibilities broaden, the advertising manager's time for traditional advertising duties shrinks and shrinks.

What's the answer?

Times that require the advertising manager to be two, three or six men at once demand a special pattern of teamwork. Through close relationship with a war-equipped advertising agency (i.e., one with the kind of man power and experience to do much *more* than "space advertising") he becomes a composite of many men with the specialized skills and talents his emergencies require.

Not only for the present, but also for the future, such a relationship provides the freedom to grow administratively. It holds out to business the sound promise that the management capacity which advertising managers are proving under wartime pressures can be fully realized, postwar.

IN OUR BOOK: Advertising is more effective as advertising managers are more influential in inner-management circles.

**FULLER
&
SMITH
&
ROSS**

71 VANDERBILT AVENUE • NEW YORK
1501 EUCLID AVENUE • CLEVELAND

Formfit Tells Dealers, "If You Can't Sell Corsets, Retread 'Em!"

This leading foundation garment manufacturer is well aware that with stocks growing scarcer, American women may tend to drift away from the wearing of such garments. Consequently the company pushes "corset service"—and increases its advertising.

FORMFIT today is building its advertising and sales program, step by step, to produce business after the war. Corset manufacturers have been cut to 75% of their output in 1941. If a dealer puts on anything that even looks like a sale, women will battle at the counters. The problem today is to keep merchandise on the shelves—not to sell it.

"We are rationing stores; everybody is on a quota," said Walter H. Lowry, vice-president in charge of advertising, The Formfit Co., Chicago. "We don't want more business now; we can't handle more business now. Our hardest task is to keep our dealers happy. Millions of women have more money now than they've ever had in their lives.

"They're anxious to buy our foundation garments—bras, girdles, girdleieres—everything we make. It never has been like this in the industry, and the supply, by Government order, must remain far short of demand. You might think, under the circumstances, we'd quit advertising entirely.

Ads Sustain Interest

"Well, over a period of years, we've regularly bought advertising space in daily newspapers in 54 major markets. This year we've added 63 cities to the list. Why? *We are looking ahead!*

"It still hurts us to think of what happened after World War I, and we don't want to go through that again. We faced much the same situation then and the industry largely quit advertising. Women can live without corsets, if they have to, and at that time they did. This time we intend to *sustain their interest in corsets*, and the one way to do it is to *keep talking about them*.

"In a time when we actually do not want to increase business we are advertising in national magazines. We are using *Harper's Bazaar*, *Life*, *Mademoiselle*, *New Yorker*, *Saturday Evening Post*, *Vogue* and *Woman's Home Companion*. We can't afford to be forgotten.

"We are using business paper ad-

vertising; we supply mats to our dealers and suggest that they use them in their local papers; we offer them quantities of direct mail pieces. Often they ask us, 'What's the idea of all this when demand exceeds supply?'

"That, we tell them, is a reasonable enough question to ask. Then we call their attention to the predictions of statisticians and sales economists that within a year or eighteen months there may be from 25 to 40% fewer retail outlets. We say to them, 'Are you reconciled to be one of those who go out of business?' Then we try to show them how they can stay in business and be ready for those better days which will come after the war.

"We tell store operators that, in a pinch, their corset departments may become nothing more than service stations and repair departments, before the war ends. We tell them that they must keep women wearing corsets for the duration even if they have no busi-

**Remember
how corset departments almost
"passed out"...after the last war?**

It could happen again if you retailers don't plan and promote constructively right now.

Your corset department accounts for 1.6% of your store's entire net volume, and as much as 23 1/2% of the net profit.

So it deserves protection. It does the good will and loyalty of your corset customers.

What to do? Sustain interest in your own profit maker by continuing your advertising—but sell your excellent fitting service and the function of a good corset rather than an item at a price.

If you can't sell 'em, keep on telling 'em why your corset department is the best place in town for corset servicing, repairing and expert attention for prolonging their corsets' wear.

We have devised an institutional traffic-building advertising service you'll like. It's free. Write for it.

And, don't for a moment forget that your corset department is valuable and needs long-hand institutional promotion. Don't let it slip away. If you do, you'll have to start all over again...after the storm is over!

THE FORMFIT COMPANY
CHICAGO • NEW YORK

Formfit uses space in the business press to help retailers keep the corset department in harness, even if it means adding a bulge to the advertising curve to sell corset servicing, salvaging and saving.

ness left other than rebuilding, repairing and patching old corsets.

"It is imperative for your future security that you maintain, at any cost, the present relative standing of your store and your corset department. Remember—the gradual and subtle shifting of consumer loyalty is more unpredictable and whimsical now than ever before. And there isn't a retail outlet in the country that can't be unhappily affected.

"Though sales may now be made without great effort, the outstanding opportunity offered you right now to improve the relative standing of your store and your corset department is unprecedented. Let's see how it works—"

A Jump Ahead of Competitors

"Your competitors, finding business easy to get, feel that advertising and aggressive promotional activities of an institutional nature are not necessary . . . but *you*, with great vision, are pounding away earnestly, consistently. Your continuance of these efforts at a time when your competitors are doing less, emphasizes what you do and makes your activities seem greater than they are.

"Thus, in its way, an opportunity presents itself to the far-sighted merchant to come through these times in a better relative position than before. It always is easy to slip; hard and difficult to build back. The idea, right now, is not necessarily to increase sales but to remain firmly established and in business, whatever the shrinkage in the number of retail outlets."

Advertising mats supplied to local dealers for newspaper insertions carry such headings as:

How to prolong the life of *Your Corset*.

Don't discard your Corset! Let us "remake" it.

So you think the corset you're wearing is worthless?

Here *Corset Repairing* is a Fine Art.

Copy for one of these typical advertisements reads:

"Bring it in. Let our expert corset fitters and repairers check it up inch by inch.

"If it is structurally sound, we'll cleverly patch it in the weak spots; sew in a new gusset; reshape it and form it, so it will give you months of unused wear and comfort.

"Keep your precious corset in top shape by keeping it inspected by corset specialists. The cost is small. The work is guaranteed to please you.

"Here is a service you can't afford to overlook. Bring your corset in today."

A typical business paper advertise-

SALES MANAGEMENT



This Is Birmingham

(NORTH ON 19TH ST. FROM SECOND AVE., MAY 1, 1943—1:30 P.M.)

A half-million home-folks. All busy.

Streets swarming with people. Going places. Doing things.

Billions of dollars invested. Millions earned. Millions spent. Millions saved . . . for "Duration."

Humming shops. Roaring furnaces. Clanging steel. PRODUCTION—plus.

This is Birmingham. Working.

The new Birmingham, with its thousands of new workers, new families, new incomes, new homes, new industries.

Buying power—yardstick of the market—increased in Jefferson County alone* \$111,489,000 during 1942 to a high of \$386,771,000. Retail sales jumped more than ten million dollars to \$191,967,000 last year. The first quarter of 1943** sales increased another 9% over 1942's high mark.

Birmingham is built on the bedrock of balanced economy. Steady. Dependable. Progressive. A "High Spot Market" year in and year out. Center of a great market which may be reached through one single advertising medium . . . The Birmingham News-Age-Herald:

*Sales M'gment

**Fed. Res. Bank

The Birmingham News



THE BIRMINGHAM AGE-HERALD

"THE SOUTH'S GREATEST NEWSPAPERS"

MORNING ☆ EVENING ☆ SUNDAY ☆ ☆ ☆ RADIO STATION WSGN, 610 KC.
NATIONAL REPRESENTATIVES: KELLY SMITH COMPANY

ment, aimed at the dealer, says in bold black type:

"Remember how the corset departments almost 'passed out' . . . after the last war?"

And under the heading this message:

"It could happen again if you retailers don't plan and promote constructively *right now*. If you can't tell 'em, keep on telling 'em why your corset department is the best place in town for corset servicing, repairing and expert attention for prolonging their corsets' wear.

"We have devised an institutional, traffic-building advertising service you'll like. It's free. Write for it.

"And, don't for a moment forget that you corset department is vulnerable and needs long-haul, institutional promotion. Don't let it stagnate. If you do, you'll have to start all over again . . . after the storm is over!"

"No matter by what name the history books of the future record this war," Mr. Lowry told SM, "in essence and as of today, it is a war of survival. It is the survival of our right to engage in business and operate it within the limitations of our ability and ingenuity. In other words,

as a people interested in retailing, to us it is a war to stay in business.

"We recently completed a study of all manufacturing concerns who, in the last 50 years, had been leaders in their field. The revelation, so filled with meaning, was that not one of the leading manufacturers who lost his competitive standing in his respective field ever regained it.

"It was not possible to make any such study of retailers, but I have not met one person so far who can remember a single retail institution that, having slipped badly in its relative position, has ever made a successful comeback. This should be a challenge to every real merchant.

"He should see that, by not succumbing to panic, indecision and disregard for the soundness of advertising, promotion and creation and goodwill, he has a chance to not only maintain his competitive position, but to improve it.

"Retail advertising has declined greatly. Because millions have money, merchants have come to the conclusion that by advertising they are adding fuel to the fire of the buying panic we are experiencing.

"Soon Mr. Retailer is going to make

this interesting observation. If he continues to decrease his advertising he soon will be out of the papers entirely. If he is out of the papers, the good-will which he has tried to build up for years will become dissipated.

"The retailer is going to realize in time that good-will is not money which is carried as an asset on the books but only as an asset which is carried in the minds of his customers. When the customer forgets him, or lessens his interest in him, his good-will is gone. Once it is gone, it is very difficult to regain.

Stores to Emphasize Service

"So, I am very sure, we are going to change our method of advertising. The time is coming when a merchant, to a considerable degree, is going to change his store from a place where goods are exchanged for dollars to a service station. He is going to run advertisements telling his customers to bring in their old corsets, fountain pens, or whatever they may have, their shoes, etc., for repairs. This technique, of course, is radical in its change. It's a broad departure from the theory that the consumer should be tempted to throw away his last year's hat, or switch to a new car model, long before it has worn out.

"By breeding such dissatisfactions the amount of merchandise which could be sold was almost limitless. But thousands of men and women were kept working, so the scheme served well in its day. Now the merry-go-round has stopped.

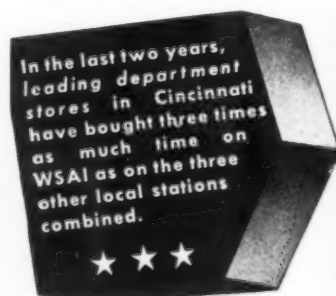
Mr. Lowry suggested several brief rules for merchandising under the impact of today's situation. They are:

1. The abolition of price promotions. They aggravate a demand which cannot be supplied today; they hurry the depletion of new stocks; they create frantic buying; they kindle inflation. The more merchandise you sell now, the less you will have to sell later.
2. Prepare for a severe loss of personnel. The man-power reserve is being reduced rapidly. Make plans for self-service where possible.
3. Don't increase the inventory. Be content with your share of available goods.
4. Don't try to outsmart the law-makers. Obey rules and regulations and cooperate with the Government.
5. Try now, harder than ever, to make friends.
6. Make every department possible a repair and service station. Advertise it above its importance to bring traffic for other reasons than to raid your precious stock.

SALES MANAGEMENT

SOLID Facts

point to the BEST
BUY among the four
local radio stations
in CINCINNATI.



WSAI



The Cincinnati Station of Assured Sales Action

Basic Blue Network . . . 5,000 Watts Day and Night

National Reps. . . SPOT SALES, INC. . . New York . . . Chicago . . . San Francisco

Wood Springs Pinch Hit for Steel; Designing Them Is No Clambake

Steel goes to war. The furniture manufacturers cogitate. No bounce, no sale. There's a tough problem! But today wood springs are in use which are good enough to pass rigid scrutiny in some of the country's leading testing laboratories.

LAST August the War Production Board ruled that from November on, no manufacturer of upholstered furniture would be permitted to use iron or steel in the making of furniture, except in the case of joining hardware.

Most affected were metal springs, on which people have been accustomed to sitting and lying, since Georgian days.

The industry responded to the order by increasing the use of padding materials directly on wooden frames, as in the process called cross-channeling, which is best adapted to chairs; and by bringing out more chairs designed to fit the body's natural contours. It also began to develop wood springs.

A large number of manufacturers became interested in wood springs, and the talents of some of the nation's best designers were enlisted to develop them. But when the OPA set up rigid standards for wood springs, requiring that tests, made by certain authorized testing bureaus, had to be passed, before it would sanction the commercial production of such springs, some manufacturers were discouraged. Others found that their springs did not pass the tests. Still others found that their springs passed the tests, but could not be produced at a price which would show a profit and satisfy the OPA. Shortages of wood and of labor have discouraged other companies that otherwise might have developed such springs.

Despite the rather large number of projects for making wood springs which have fallen by the wayside for one reason or another, it is possible to go into quite a few stores and buy a chair, a sofa, or even a bed, of this construction. When the present stock of metal springs becomes depleted, as surely it will, if the war lasts much longer, more wood springs will be manufactured and will find their way into homes.

A list of about ten accredited testing laboratories was approved by the Government to conduct the specified tests, which, to the layman, sound very rigid. There are six different tests, to be applied to each spring

construction, involving the application of pressure, sometimes with shock, of from 40 to 500 pounds, for varying periods. One, for example consists of the dropping of a 40-pound sandbag from a height of 8 inches, not faster than 30 times a minute, a total of 10,000 times.

The United States Testing Co., Hoboken, N. J., has handled a number of testing assignments for manufacturers, and presumably thinks that the potential volume of such business is worth going after; for it recently



(Above) A wood spring construction with a "kick" in it. Designed by Heywood-Wakefield, anticipators of metals shortages, its "bentwood" construction gives it the bounce of the familiar steel springs. On the basis of rigid tests, this spring should last for at least five years.

(Right) Concealed in the comfort of the chair is the bentwood spring construction. But if you hadn't been told that the chair contained a wood spring, you wouldn't have known. Heywood-Wakefield has been using these springs in their upholstered pieces since before last November and the WPB restrictions.

placed a full-page advertisement in the magazine, *Upholstering*. The company charges \$50 for testing wood seat springs, \$50 for testing back springs, and \$50 for testing bed springs or box spring constructions. To date it has tested more wood springs for chairs and sofas than for beds, and it generally is conceded that the majority of wood springs now being produced are for chairs and sofas.

Heywood-Wakefield Co., Gardner, Mass., one of the oldest and best-established furniture manufacturing companies in the U. S., has developed its own wood spring units, and since November of last year has been using them in its upholstered furniture. Since the company is engaged heavily in war work, it cannot now produce wood spring constructions for other furniture manufacturers. But the company has expressed its willingness to permit former steel spring manufacturers to use its patented wood spring construction on a licensing or royalty basis.

"In the lower-priced suites in our line, the wood springs cost a little more—approximately 4%—but in the higher-priced suites the cost often is the same as it was with metal springs," Raymond S. Reed, Heywood-Wakefield's sales development manager, told SM's reporter.

If you bend a birch sapling to the ground, and then release it, you find it has a great deal of resiliency. The archer's bow has no steel in it, but it has great resiliency. Reasoning thus, Heywood-Wakefield took semi-elliptical forms of birch, hickory, or ash, previously steam-bent in arcs, and joined them at the ends, in opposite (or "resisting") arcs to form a full ellipsis. When pressure is applied (as by sitting on the arcs), they give, or depress, but return to their original



curve when the pressure is withdrawn.

This "bentwood" construction, used by Heywood Wakefield, does not require redesigning of frames of chairs or sofas. It is claimed that one does not know, without being told, that the springs differ from the metal ones previously used in upholstered pieces.

In other versions, the bentwood construction also is being used by other manufacturers. One that is widely used employs straight strips of hard wood joined together in a series of "V's," accordion-fashion. According to the U. S. Testing Co., the degree of elasticity of this type of spring depends upon the shape and size of the wooden wedges which hold the strips apart.

The School of Design, Chicago, has developed a spring which utilizes the "V" principle, and the Seng Co. has been licensed to manufacture it. Students of the school tried a hundred or more systems before choosing this one. Its "V's" are of veneer, joined as a series of saw-kerfs. L. Moholy-Nagy, the school's director, is renowned as having brought the Bauhaus method of educating designers and architects to Chicago. One of his theories is that in working with new materials, designers and engineers should not be influenced by traditional methods of working with older materials. He advocates forgetting that plywood is wood and suggests treating it like a new material in its own right.

Plywood and laminated fibrous ma-

terials are being used as substitutes for metal springs, although supplies of plywood are inadequate for its large-scale use in this way. The Nachman Spring-Filled Corp., Chicago, has developed a new seat construction, with laminated material pre-formed into "S" shapes held together by wooden strips. This construction, called Curviflex, has passed OPA tests and has been in use by furniture manufacturers for more than six months.

Pullman Couch Co. also is putting wood springs into its products. Its Springflex chair has wood springs, and its Jiffy-Bed, a full-size day-bed, has a wood slat spring.

J. L. Hudson Co., Detroit, sells a line of chairs, sofas and love-seats, with wood springs, retailing at prices from \$33 to \$95 for the chairs; \$111 to \$269 for the sofas; and \$103 to \$150 for the love-seats. The company has patented its wood spring construction, which embodies the use of narrow slats of green, dry-bent oak, in which moisture control is sealed to retain flexibility.

According to U. S. Testing Co., constructing a wood spring so that it will be quiet in operation is a problem. "The usual way is to lubricate the joints in the wood spring to avoid creaking and straining by impregnating the wood with wax or some similar lubricant. The use of wax also tends to seal the wood, minimizing the effect of humidity on the resilience of the spring."

3-Ply Plan Keeps G-E Appliances In Shape for "Duration Service"

A huge training and re-training program for service men forms the backbone of G-E's determined effort to keep America "electrically-minded" for the years when no new appliances are available. This is reinforced with a new centralized repair parts setup, a new policy which places service on a level with sales.

SERVICE is the one remaining word in the vocabulary of the appliance industry, for service today means the responsibility of seeing that American families made electrically-minded only after years of hard continuous effort, do not forget during the war the comfort that electric appliances have brought them in the past.

After Government curtailment on appliance manufacture, the problem facing the Appliance and Merchandise Department of General Electric, Inc., Bridgeport, Conn., was how to service and to help the millions of people in

the country owning one or more of the many appliances the company manufactures. Limited available manpower and the Office of Price Administration price ceilings on service added other kinks to the service problem.

A threefold program was developed to overcome these difficulties: 1. A training program was launched to train new manpower and re-train former employees to service appliances. 2. A centralized repair parts setup was established to distribute, where needed, and more equitably, the replacement parts. 3. A new policy was adopted, putting service on a level with sales.

Training Program: The program adopted by General Electric to meet the manpower shortage consists of field meetings and training courses; home study; and the publishing of new and up-to-date manuals meeting the service needs of today.

Training schools were not a new innovation at G-E. They had been held many times in the past but never on a highly organized basis. Now they were revitalized with the idea of getting regular organized instruction out to the field. The build-up and promotion of the meetings, the material for the classes; the instructions to the distributors were treated with the same care for detail and effect as any of the company's largest and most important advertising campaigns.

The schools were advertised nationally, and a special month was set aside for each session in order that the schools could be held throughout the country simultaneously.

Distributor Made Head Master

The distributor was made the head master and the chief of arrangements. Every G-E dealer, distributor and interested utility man was notified and asked to be present. Independent dealers and competitive dealers were invited.

First of the meetings was held early last summer. Hot weather was increasing the number of service calls on refrigerators, and service men were beginning to feel the first real effects of lack of parts. Subject of the meetings, needless to say, was refrigeration.

Another series, held in January, was on electric ranges and water heaters; another on laundry equipment.

A portfolio complete with all material needed for the meeting is sent to the distributor, including meeting accessories, instruction material and promotional material.

No detail which could contribute to the success of the meeting is omitted. Accessories for the school include everything from suggested programs for meetings ranging anywhere from a few hours to two whole days. The main office contributes free of charge printed dealer invitations, follow-up postcards, and registration blanks, etc.

Suggestions for "dressing up" the classroom could serve as a guide for a successful meeting for any organization. Important among the ideas are:

1. Make arrangements and get "props" together early.
2. Get a meeting room with plenty of air and light and comfortable chairs.
3. Place a background with display material at the front of the room.

MY NEW SPRING COAT....

It's not much. Just a magic coat of bright blue paint. But it's going to make the old porch furniture last longer . . . and *look* just as good as new!

Yes, these are "initiation" weeks for millions of American housewives. Many a game fighter on the Home Front today is finding herself faced with jobs she used to leave blithely to the handyman, or Hilda . . . to the boy-next-door, or to her own well-trained spouse.

And wisely, she's turning straight to the well-trusted pages of the most dependable handbook she knows . . . Good Housekeeping . . . before she tackles emergency house chores, short-ration recipes or wartime wash-day woes! She's saving time and money and wear and tear on nerves, by continuing to believe in the magazine she's always believed in. The book she knows to be built on facts not frosting.

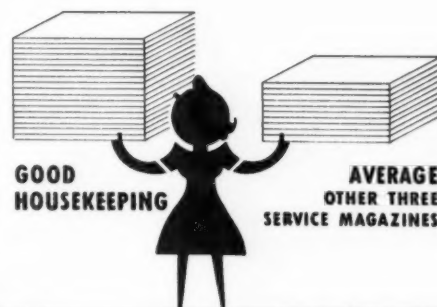
Yes, Good Housekeeping is coming to the rescue in the same way it has been coming to the rescue for fifty-eight years. By looking everything from April canned goods cut-offs to maid-power problems straight in the eye . . . and not just talking about them . . . but *doing* something about them!

For five decades, in war and peace, good times and bad, Good Housekeeping has preferred the sound, practical hard-working approach to the easier way of just guessing. Before a recipe—or a fashion, or a beauty aid—is recommended it is carefully tried

out in the Good Housekeeping Institute or Bureau. Perhaps a dozen or *three dozen* possibilities are investigated before *one* is chosen. Then, and only then, does it appear in the pages of Good Housekeeping.

That's why the far-sighted manufacturer prefers to have his product represented today, whenever space permits, in the well-read, well believed pages of Good Housekeeping. He knows it is the one Women's Service Magazine that women call for . . . whether the going is smooth or rough . . . whether the job is an old, familiar one or a new "duration duty." He realizes that women who are *learning-by-experience today* will not *forget tomorrow* . . . what a port in a storm a magazine like Good Housekeeping can be.

60% MORE LINES OF EDITORIAL SERVICE MATERIAL—LLOYD HALL



Good Housekeeping

More Service Material • More Keenly Read • More Readers per copy . . . Than any other service magazine

JUNE 1, 1943

[39]



Don't blame it on your oven if your cake looks like the landscape of a blitzed mountain, for over 50% of range complaints are caused by improper usage. This is the lesson driven home in a special movie, brochure, and advertising campaign run by G-E to cut down unneeded service calls.

4. Provide a good sized table up front for parts, literature, etc.

5. Have the movie and sound projectors and the screen all arranged so as to save time.

6. Be sure that all literature and material to be handed out during the meeting is properly arranged for quick use. Have someone responsible for distributing it.

7. Make up a display board of promotional items available to dealer with ordering and price information.

8. Have a good display of service material, manuals, catalogs, etc., which are available.

9. Provide light refreshments, door prizes or other items to add interest.

The meeting program follows this general agenda: A welcome speech; a talk on the parts situation and G-E 1943 program; fundamental electrical information given on the appliances being discussed; a sound slide film, followed by a discussion of the film, and a review of the important points it contains, a short movie feature such as the popular "Don't Blame It On The Oven" introduced by a statement of the problem, a quiz session with 5 questions on material covered in the film, and 10 to 15 questions on subjects raised by the audience.

The length of the meeting and other local arrangements are left to the distributor. The best available talent is brought in for the schools including top men from the home office, the product service manager, district men,

and the distributor himself.

To date, there have been three series of meetings held each time in over 110 cities, with attendance in each city of an average of 30 men, a total attendance for each session over 3,000 men. Another meeting this June again features refrigeration. It is interesting to note that attendance has increased at each session, even after the advent of gas rationing. Dealers came to the January session from as far as 300 miles, and out in the north-western part of the country, even 20 degrees below freezing weather didn't faze the men from having their school.

The meetings have been welcomed not only by G-E dealers, but by outside dealers and service men as well. Along with already authorized General Electric service dealers, they came to hear the latest information on the parts situation, to study common complaints, to discuss their problems, and how to put service on a businesslike basis.

Recently a survey was made in order to obtain a better understanding of the wartime problems confronting the nearly 3,000 General Electric dealers. The questions were designed to bring out ways and means by which the company could better serve its dealers, and through them the many owners of G-E appliances.

"Getting parts" and "manpower" were the two most widely mentioned answers to the question "What concerns you most in your efforts to render good service to your customers?"

A total of 87% were somewhat concerned about the parts situation while 22% checked it as their chief problem. 58% indicated that manpower was among their several problems; 21% ranked it first in importance. Transportation and training programs were of concern to 75% of the dealers.

Over 90% of the dealers use service manuals "for reference on particular problems," 68% find manuals helpful as a "brush up for experienced men" while 46% use the manuals in "training new men."

On the question, "How can we improve service manuals to make them more widely read and studied by service men?" the large majority could suggest no ways of improving the manuals, many stating that the manuals were excellent now, and offered little room for improvement.

About 25% had some specific suggestions to offer in the way of improvement. Some of the more widely mentioned suggestions were: "Make them more readily available to service men," "Use more illustrations and diagrams," "Make manuals simple and brief," "Tell service short cuts and tips by problem and answer method," "Conduct contest and promote program of study to get more thorough readership."

Ninety percent of the men were acquainted with the training school program, 60% attended the first meeting, and over 75% plan to attend the future series, as well as to bring other people from their staffs with them.

Manuals and Printed Material: Home study courses and handy reference files are another technique which General Electric is using to cope with the manpower problem. *The Product Man*, a service magazine issued monthly, is being renovated and streamlined to be of greater assistance to the men in the field. Formerly the magazine called attention to errors in new models as they appeared, and service men were urged to collect all issues for a complete file on each product. Now "The Product Man" is being used to explain current defects in old models, how to fix them, what parts can be replaced, what parts are irreplaceable. The price is \$1.50 a year, on the theory that people value material they buy more than free information. Some 4,000 dealers, distributors, utility and service men subscribe.

An up-to-date manual is available for each appliance, which G-E has manufactured in the past, including the very first refrigerators brought out. Constant promotion by mail, through *The Product Man*, and at all meetings stresses the importance of owning a

complete set of manuals, and pointing out that these manuals are as important as good tools and make for good workmanship.

For added convenience, a brand new pocket-sized handbook containing 300 pages of service information has just been published. The book covers major appliances, and covers 90% of the most common complaints and how to correct them in the home.

An innovation in company training is the Correspondence Course which is now being offered to anyone interested in entering the appliance field. It is designed primarily for young men, and for older men who have not worked for a number of years, but who are being called upon today to help fill the manpower gaps. The course is not aimed at making these men into master mechanics, but will enable them to perform many common repairs in the field, and eliminate the necessity of sending the machine back to the shop. The course is being offered free to dealers through distributor promotion (for which he is reimbursed) direct mail, business paper advertising, and well-planned ballyhoo at the training schools. The G-E Manuals are the main text on which the 12-lesson course on refrigeration is based.

Repair Parts: To date factory-operated Appliance Service Centers have been set up in 11 different parts of the country to improve service to G-E appliances. The centers have been designed to serve all segments of the electrical trade in the area they cover.

These centers stock adequately for 24-hour delivery to any distributor, dealer or utility in the territory, parts for domestic refrigerators, ranges, dishwasher, washers, ironers, dryers, vacuum cleaners, automatic blankets, small appliances, clocks, sunlamps and fans and all other General Electric appliances.

These centers also serve as repair stations. When the dealer or distributor is not in a position to do an adequate servicing job himself, he is encouraged to send the appliance to the Appliance Service Center. The main principle of encouraging people to replace parts only where strictly necessary is adhered to in any instance.

In no case is the factory repair service obligatory to the dealer or distributor, but rather is it intended as a supporting arm to these groups so that they may better and more profitably render adequate service to their customers.

The plan benefits the dealer in several ways:

1. It provides overnight service on repair parts from one central and con-

venient location. Formerly distributors frequently had to contact widely scattered G-E factories for necessary replacement parts with resultant delay in delivery to dealers.

2. It allows the dealer who is unable to make the customer's repair, to get factory-caliber service without returning the appliance to the factory itself. This means speeded-up service, lower costs and a better satisfied customer.

3. It gives the dealer a convenient service training center where he and his repairmen may take advantage of

a continuous course in appliance maintenance under the direction of factory-trained specialists.

4. It enables the dealer to reduce his parts stock investment . . . and keeps parts loss through obsolescence to a minimum.

5. It permits more efficient use of dealer's service manpower because of fewer delays in getting materials, and because of having a factory controlled staff of product experts conveniently located for consultation and help on difficult service problems.

This system has succeeded in bring-



Garden Tools from THE CIGAR STORE?

In these days of shifting dealerships—when merchants are looking for any kind of goods to sell—when filling stations sell neckties—when grocery stores sell potted plants—ONE THING STANDS OUT—the power of consumer demand.

That power remains unchanged.

Today newspapers are being read more eagerly, more thoroughly and by more people than ever before.

Now is the time to take advantage of a rare advertising opportunity to promote consumer demand for your product by newspaper advertising, more potent today than ever before.

Consumer demand is the answer to dealer situations—now and for the future.



TOLEDO NEWS—Industrial gas consumption up 26% over a year ago; electric power loadings (outbound tons) up 17% over last year . . . Bank debits up 16% . . . Toledo Blade is Ohio's 2nd largest evening newspaper.

TOLEDO BLADE

One of America's Great Newspapers

REPRESENTED BY PAUL BLOCK AND ASSOCIATES

ing the servicing situation in many areas up to standard, and has materially aided in improving the general parts situation.

Company Policy: Of equal importance with the training program and the service centers is the change of policy and thinking at the Bridgeport headquarters. Product service has been made into a separate, completely organized division, whereas formerly responsibility for product service work was scattered. Service is being taken out of the realm of ne-

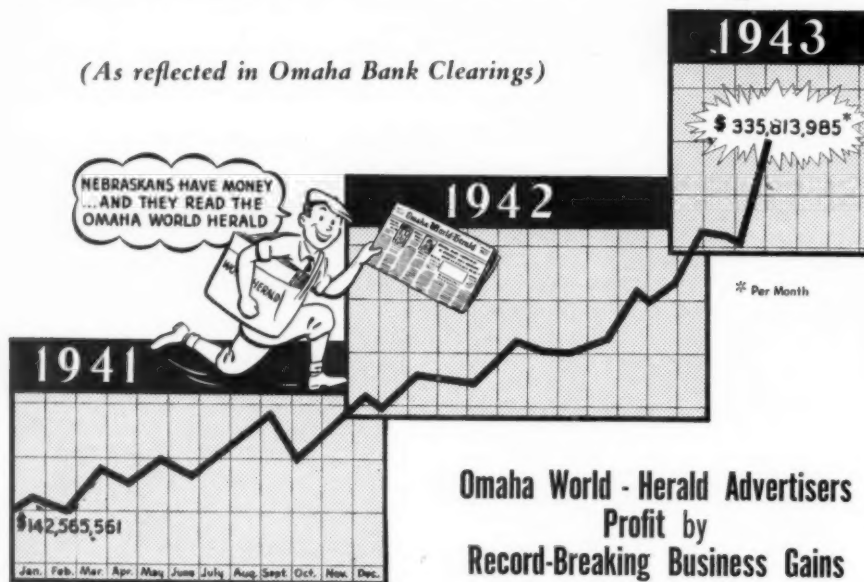
cessary evil, and is being treated as a permanent and profitable arm of the business.

This is true not just for the duration . . . but is part of the company's post-war planning program.

G-E officials believe that a constructive service program intelligently executed will help the dealer to emerge with a greater measure of customer good-will, a basically sound operating organization, and a background of appliance knowledge that will stand him in good stead when appliances are again available.

Nebraska's Buying Power at New All-Time High!

(As reflected in Omaha Bank Clearings)



READ BY 43% OF THE 426,683 FAMILIES IN ALL 93 NEBRASKA COUNTIES—AND 10 IN IOWA

100% coverage of the Omaha metropolitan area.
20% to 100% coverage in 76 counties of the 103

Up . . . Up . . . UP—go Omaha bank clearing records! Now, zooming so fast that today's totals actually DOUBLE those of only 20 months ago!

Nothing else so emphasizes the tremendous increase in spending power throughout every corner of the 103-county Omaha World-Herald area!

Here's one of your great markets . . . 1,500,000-strong . . . with more cash today than ever before in history . . . available to you through ONE newspaper, at ONE Low Cost!

DAILY, 193,809; SUNDAY, 184,737—ABC.
6 Months Average Ending March 31, 1943

Omaha WORLD-HERALD

One of the Nation's Great Newspapers

Owners and Operators of Radio Station KOWH

O'MARA & ORMSBEE, Nat'l Representatives: New York—Chicago—Los Angeles—San Francisco

[42]

Check List of SM Post-War Articles

FOR the past nine months SALES MANAGEMENT has been publishing a series of articles on post-war planning. The article on page 46 of this issue is the 16th of this series. A check-list of the first 15 articles follows:

"Post-War Planning: What Is It, and What Shall We Do About It?," by A. R. Hahn, Managing Editor, SALES MANAGEMENT, September 1, 1942.

"Report No. 2 on Post-War Planning: The Producers Council Program," October 1, 1942.

"Research for Post-War Planning: A Practical Five-Point Program," based on an interview with Dr. Lyndon O. Brown, Vice-President in Charge of Marketing, Lord & Thomas, October 10, 1942.

"Nine Important Problems You and I Will Face on V-Day," by Lee McCanne, Assistant General Manager, Stromberg-Carlson Telephone Mfg. Co., November 15, 1942.

"The Human Side of Industry's Post-War Management Problem," by Hugo A. Bedau, December 1, 1942.

"That 'Happier Tomorrow'; If We Want It, We Must Plan Today," by Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., December 15, 1942.

"Philadelphia Blueprints a Program for Civic Post-War Preparation," January 1, 1943.

"Has Business Been Dodging Its Proper Political Responsibilities?" based on an interview with Louis Ruthenberg, President, Servel, Inc., January 15, 1943.

"In the Best Interest of All Selling, Should We Kill Straight Commission?" by W. R. Jenkins, Sales Director, Northwestern National Life Insurance Co., February 1, 1943.

"Monsanto Assays Products for Their Job Potential 'After V-Day,'" based on an interview by Lester B. Colby with Francis J. Curtis, Director of Development and Chairman of the Post-War Planning Committee, Monsanto Chemical Co., St. Louis, Mo., February 15, 1943.

"Pacific Coast Electrical Leaders Outline Plan for Post-War Preparation," by Elsa Gidlow, March 15, 1943.

"Thirteen Mistakes to Avoid in Your Post-War Planning," by Burton Bigelow, Burton Bigelow Organization, New York City, April 1, 1943.

"'Dream Models' Will Come Later; Let's Pre-Sell What We'll Have on V-Day!" based on an interview by Lester B. Colby with W. A. Grove, Sales Promotion Manager, Edison General Electric Appliance Co., Chicago, April 15, 1943.

"Is Joe Doakes a Member of Your Post-War Planning Committee?"—as told to James Collins by Don Belding, Chairman of the Board, Foote, Cone & Belding, Los Angeles, May 1, 1943.

"San Francisco's Post-War Workpile: What It Is and How It's Being Built," by Elsa Gidlow, May 20, 1943.

(Individual reprints of each are available without charge from SALES MANAGEMENT, 386 Fourth Ave., New York, N. Y. Multiple copies, 3c each.—The Editors.)

SALES MANAGEMENT

POTENTIAL CUSTOMERS

CIRCULATION COUNTS MOST IN NEW YORK CITY



"FRANKLY, SOAPS DON'T INTEREST ME
... ALL OUR LAUNDRY IS SENT OUT."



"OF COURSE I'M INTERESTED IN
LAUNDRY SOAPS. GOODNESS KNOWS,
I USE PLENTY!"



New York City is one place . . . but certainly not one people! One of the amazing facts to come out of the last government census was that actually one-third of the city's dwellings were 1 or 2-room units. Most obvious reason: one-third of the city's families had only 1 or 2 persons!

Such 1 and 2-person families are negligible prospects for many typical home products. i.e. Laundry soaps: (they send laundry out), Home cleaning aids: (there's little to clean), Home cooking products . . . (they eat out!).

For advertisers of these products, circulation here is largely non-productive.

On the other hand, New York City has several hundred thousand private one-family homes . . . the great majority (fortunately for us) being located in Queens and Staten Island.

Naturally, this is where the city's middle-class families live, and bring up their children . . . homes in which size of family, manner of living, and ability to buy, make for better than average prospects.

In covering the New York City market, smart advertisers have learned that EXTRA EMPHASIS on these private one-family home areas pays extra dividends.

This, is Balanced Spending!

FOR EXTRA EMPHASIS ON "PREFERRED FAMILY AREAS" USE

NEW YORK CITY'S
HOME GROUP

Long Island Daily Press

Covering the southern half of Queens (New York City)

Long Island Star Journal

Covering the northern half of Queens (New York City)

Staten Island Advance

Covering Staten Island (New York City)

185,532
ABC CIRCULATION

JUNE 1, 1943

[43]

FOR SALE

*"Make Believe
Ball-Room"*

FEATURING

EDDIE
CHASE

**Fastest Growing
Daytime Show**

(SEE HOOPER)

**in Nation's
Fastest Growing
Major City**

WXYZ
DETROIT
MICHIGAN

PAUL H. RAYMER COMPANY
National Sales Representative



In late April, when the local thermometers were still hugging the low numbers, I shivered anew to read: "Cool off with Clicquot Club."

Speaking of headlines, Edward G. Budd, stainless-steel man, maintains a nice pace. Frexample: "Daughters of Resolution" and "Machinist, Cum Laude."

Tom Bresnahan says he got a gurgle out of a poster showing 3 WAACs and the caption: "What a man! He sends me Drake's Cakes."

National Safety Council offers a new version of the old grade-crossing warning: "Look! Listen! Live!"

Ines Masia, of New Orleans, saw our item here about Ensign Benson; says there's an Ensign Benson in the Coast Guard Reserve down thatta way. Not only an Ensign Benson but a Bo'sun Olsen!

MME. PRESIDENT

Tall and stately Eleanor,
With pep enough for 3 or 4,
These last ten years,
The country found
First Ladies really
Get around:
Making speeches,
Launching ships,
Packing bags for
Further trips.
It's nip and tuck,
That, I promise,
Between yourself
And Lowell Thomas.

Bob Graham, of the U. S. Coast Guard Reserve (T), sends a slogan for vodka: "One swallow makes you spring."

Version No. 7,482: *Le Penseur* . . . Confidentially, he thinks.

The maker of Pedrick Piston Rings, obviously, should refer to it as the Annular Report.

John Middleton, tobacconist, will shortly market an aromatic, Irish-type tobacco, which can be smoked straight, or (preferably) can be used to spice your regular brand, to heighten its fragrance. I have christened this aromatic mixture "Aromix." One 2-ounce jar is enough to season a whole

pound of your favorite tobacco.

Wanted: A national lottery under Government supervision . . . to pay for the war and to give us all that warm glow that comes from the hope of winning a pension.

English as she is wrote: "5 times when to switch to Spuds!"

Louise Surgison asks if anybody has dubbed our soldiers "V-Males." And John Bierlein thinks Henry Morgenthau, Jr., qualifies as a "Commandough." We never print puns, but are often tempted to.

"Americans Will Understand" says an end-card on a P. R. R. coach. Some wisecracker has revised it to read: "Americans Will Stand."

No, Tessie; the Dale Carnegie Institute of Public Speaking is not a "Speak Easy," but I see how your alleged mind is working.

Jim Gallagher says he's intrigued by this 8-cylinder word from the music-review section of the New York Times: "Hemidemisemiquavers."

"To keep what you own, put a Cash's Woven Name on it."—Headline. How about it, Mr. Pullman?

Fortunatus was a phony. In the old nursery-tale, Fortunatus had "an inexhaustible purse." He could pay his income-tax, buy War Bonds, and have plenty left over for yachts, mink coats, and polo ponies. Nice work if you can get it. But it's still a bedtime story. Like the seller's market, Fortunatus would leave you holding the bag when you needed him most.

Wise advertisers don't listen to will-o'-the-whispers. They know the seller's market will end suddenly some day, like a ball-game in the ninth inning. They are protecting their goodwill and projecting their post-war markets now . . . today . . . by advertising, even when, figuratively, they "have nothing to sell." Their trade-marks will be sitting pretty when this global mess is cleaned up.

"Our Keystone is Dignity," says

SALES MANAGEMENT

Oliver Bair, local mortician. It reminded me of Joe Davis, ex-Ayerdale. One of Joe's clients had said: "Look, Mr. Davis. We are a dignified house. We must have dignified advertising." Joe's comeback was: "The most dignified thing in the world is a corpse."

* * *

Never mind the spelling. The thought is all that matters. I found this subtle allegation chalked on an abandoned movie-theatre in our neighborhood: "L. E. is a jurk."

* * *

It was fun finding my slogan for Webb Young's hand-loomed neckwear in a color-page in the N. Y. Times Magazine: "Fit to be tied."

* * *

ERSATZ MENU

Duck Soup
Employee's Beef
Shapely Calf
Spring Chicken
Small Potatoes
Spilled Beans
Milk of Human Kindness
Cream of Society
Legal Jam
Wise Crackers
Rolls-Royce
Just Desserts
Humble Pie
Big Cheese
Grapes of Wrath
Political Plums

* * *

"Advertising copywriter, business-paper experience helpful but not indispensable." And you won't have to be a great speller, either.

* * *

A scout reports a sign in Boston reading: "We don't need customers. Please don't disturb the help!"

* * *

D'Orsay's "Intoxication" . . . "it goes to your heart!" That ain't where my intoxication goes.

* * *

Some editors are so allergic to hyphens they perpetrate such agglutinations as "riverbed." After tossing that one around a bit, it comes out as "river-bed."

* * *

If I have any personal quarrel with Mother Nature, it is because she refuses to give us *three* sets of natural teeth. I was reminded of this when I had one yanked recently.

* * *

I hear a lot about fountain-pens which are guaranteed for a lifetime, or guaranteed forever (which is a long time, as I see it). I apparently have a pen that doesn't need a lifetime of servicing. It's an Esterbrook, and you can get one like it for \$1.

* * *

Every War Bond you buy is a shot-in-the-Army for Victory.

T. HARRY THOMPSON

JUNE 1, 1943



Junior knows Effective Coverage when he sees it!

. . . and there's nothing complicated about it either. Just doing the obvious as in the Pittsburgh Market where . . .

1. Unlike many other large markets, most of the families (better than 6 out of 10) live outside the A. B. C. City of Pittsburgh.

2. The majority of these families live and work in 144 cities and towns surrounding Pittsburgh where the Post-Gazette offers 50% more coverage than any other Pittsburgh daily newspaper.

3. The Post-Gazette's city circulation is the second largest in Pittsburgh, all of which is "the why" that only the Post-Gazette gives effective, balanced coverage of the entire Pittsburgh Market.

PITTSBURGH POST-GAZETTE

PAUL BLOCK AND ASSOCIATES-NATIONAL REPRESENTATIVES
New York • Chicago • Philadelphia • Boston • Detroit • San Francisco • Los Angeles • Seattle

Is Too Much of Our Post-War Planning Based On Hope Rather Than Reality?

Are we at fault in assuming that we can, by intelligent preparation, create a condition of high income and full employment at a time when it might not otherwise exist? Mr. Lough thinks so. You may not agree with him, but you'll find his point of view interesting.

BY WILLIAM H. LOUGH

President, Trade-Ways, Inc.

New York City

(This is the sixteenth article in SM's post-war planning series. A check-list of the first fifteen appears on page 42 of this issue.—THE EDITORS.)

YOU wouldn't think it would be necessary to urge businessmen to be practical. As a rule, it isn't. But when it comes to post-war planning a good many of us, in my opinion, go soaring off into the blue. In comparison, the professors and even some of the New Deal economists stick much closer to hard-pan facts. They are showing us up.

Being practical, as I understand the term, is much the same as being realistic. It implies willingness to face unpleasant facts—of which the world now provides an abundant supply. If they were merely difficulties, it might be wise to ignore them, as is our national habit, and take for granted that we can brush them aside when the time comes. But some of these facts are not going to be easy to brush.

For instance, take an assumption which underlies about nine-tenths, I should think, of current estimates of the volume of post-war sales to be attained by a given company. The usual assumption is that life will go on much the same, after a year or two of relatively minor readjustments, as it did before the war. Incomes, products, consumers' demands, marketing methods, will be little changed except for the better.

Building on this assumption, the Special Planning Committee of the General Electric Co., to take one published example, envisages a national output of goods and services two years after victory of \$110 billions, which is 34% above the output in 1940. To be sure, this tremendous gain in employment and prosperity is set up as an objective, not as a prediction. However, it is presented as a guide to company planning, and the suggestion is made that a similar approach might be used by other manufacturers.

With all respect to a great organization, I venture the opinion that this approach is closer to pipe-dreaming than to realistic post-war planning. Its only factual basis is the large expansion of industrial plant and working force during the war. Unfortunately,

our great industrial capacity, impressive as it is, cannot be put to useful work unless it turns out products for which there are *effective* demands. We had an excess capacity of 20% in 1929, not to speak of 1932.

A more practical approach for any company, large or small, would seem to consist of these three steps: (1) attempting to forecast the actual economic conditions and outlook at war's end; then (2) estimating the probable effective demands under such conditions for products of types the company might manufacture; and finally (3) making plans to capture as much of the potential market as the company can get and handle.

This is the exact opposite of the G-E approach. It shifts the emphasis from

Another Point of View:

As time goes on, it is interesting to note divergent points of view emerging in this country among the post-war "blueprints" and "waves of the future." Because Mr. Lough expresses a somewhat different point of view from any previous discussions, the editors of SALES MANAGEMENT have asked Mr. Stanley Holme, Economist, General Electric Special Planning Committee, General Electric Co., Schenectady, N. Y., for his comments. Mr. Holmes:

"Because of Mr. Lough's position, I feel that he is well able to size up the business situation, and he has expressed a practical point of view with which it is difficult to make exception. However, perhaps he has not realized that the methods of approach which we have used to post-war problems of General Electric is in reality a means to an end. The desired result is a dynamic interest on the part of our own management in the future opportunities which lie before them, and the means by which this can be accomplished is by breaking the problem down so that the company and all of its divisions can visualize approximately what is the task before them.

"Once this task has been outlined, then it becomes the job of each department to find means for obtaining or exploiting the amount of business which their estimates show should be available. In other words, the emphasis passes quite properly from estimating production to estimating the sales job which has to be done. We cannot create an economy of opportunity, or high employment, or whatever you wish to call it, by merely hoping that it will happen. We must create it by finding out what people want and need, the approximate quantities which should be produced and then set up sufficient facilities to produce those quantities and an adequate sales program to realize the volume of sales required to support the estimated production.


"Mr. Lough is quite correct in pointing out that there must be effective demand for products. Otherwise the products aren't bought by people. The study of past trends, therefore, represented an effort to determine approximately what will be the needs of the people in our post-war economy. If industry sets up to fulfill those needs in about the right proportions then the demand will be there because the purchasing power will be there to buy the products which people need in peacetime.

"The objection that changes will come about in products, in marketing methods, etc., is a valid one, and we certainly have not ignored such changes in our planning. Since our original reports were published, each department has re-appraised its post-war program and has re-evaluated the post-war situation, not in terms of national income, but in terms of the probable deferred demand in industry and among the public for the products which they require. In conjunction with this, they have taken into account changes in marketing methods, introduction of new products, etc., so that the post-war program of each department becomes a really integrated program containing all the elements of successful marketing; namely, market, product, department, selling and sales promotion."

The **NEW**

NEW ORLEANS

is the
Nation's No. 1 Green Pasture

- 
- ★ South's First Port for Latin-American and World Trade
 - ★ Solid Expansion in Permanent Industry
 - ★ Great Rebirth in Agricultural Hinterland
 - ★ Big Revival in Mississippi River Traffic
 - ★ Financial Capital of the South
 - ★ 100,000 Recent Increase in Population
 - ★ World Air Terminal
 - ★ One of the World's Greatest Tourist Centers

Go South

WHERE THE POST-WAR FUTURE
IS BEING BUILT TODAY



The Times-Picayune ★ **NEW ORLEANS STATES**

Circulation*
Sunday 247,215—Daily 149,213

Circulation*
Daily 75,532

*March 1943

Representatives—Noee, Rothenburg & Jann, Inc.

JUNE 1, 1943

[47]

producing to selling. It directs attention, first of all, to economic facts and trends and probabilities; for until we form some reasonable expectations as to post-war conditions, it is futile to try to think constructively about any company's markets or products or employment. Not only futile, but likely to prove dangerously misleading.

The approach here proposed, I must admit, is the hard road. Those who take it cannot avoid tackling head-on the enormously complex problem of figuring out what the world will be like after the war. No one, unless possibly an expert astrologer, is as yet prepared to cast that horoscope with much conviction. Yet some progress is being made. Hundreds of talented brains in the United States and England are constantly at work on the problem; and they are throwing rays of light into the fog of the future.

A good example of thorough analysis by a competent economist is a paper on "Post-War Boom or Collapse," by Professor Sumner H. Slichter, of Harvard, published in the Harvard Business Review some months ago. Slichter recognizes, to begin with, a vast difference between the situation if the war were to stop now and the corresponding situation if the end were to come in a year or two years or

three years. The distinction seems pretty obvious but is worth stressing, because it is so commonly overlooked. In this war the currents of change are running fast. Statements about economic conditions in the post-war period are too vague to be useful unless associated with approximate dates.

Mr. Slichter sets up an hypothesis that the war will end in the middle of 1944—coupled with the warning that he fears this is too optimistic. With this hypothetical date as a base, he tabulates estimates of national income and expenditures over a series of years; and from these dollars-and-cents estimates he draws definite conclusions of great interest and value.

To try to summarize Mr. Slichter's conclusions would lead too far afield. I cite his paper here only to illustrate a *practical* line of attack on the problem of forecasting economic development and actual conditions after the war—an attack grounded on known facts and trends and related to some specified time.

Of course, Mr. Slichter also makes assumptions, but he takes pains to state plainly those which are most likely to be questioned—for instance, the assumption that victory for the United Nations (which we all assume) will come about the middle of 1944.

Not only is the date of the war's ending unknown, but also the procedure in the final stages. Some good judges look for a variation this time from the conventional armistice and peace treaty conference. Among them is Edward Hallett Carr, a professor in the University College of Wales, author of the widely read "Conditions of Peace." Mr. Carr's views, even those which stir up angry reactions, command respect because they grow out of factual analysis. He writes:

"The end may be not so much a single event as a series of disintegrations—a gradual transformation of organized warfare into local fighting by armed bands. . . . After this war it will be wise to recognize that peace making is not an event but a continuous process . . . and anyone who supposes it will be complete within six years should be regarded with suspicion."

Face-the-Facts Policy

If Mr. Carr turns out to be right—and he certainly makes a plausible case—some of the sales estimates and plans which take for granted a quick shift from total war to total peace had best be tucked out of sight.

Another of Mr. Slichter's stated assumptions, as to which he is obviously skeptical, is that in the post-war period violent inflation can be repressed. He figures that individuals may have accumulated by the middle of 1944 liquid assets (cash and war bonds or credits) of something like \$40 billions. In comparison, buying power at the close of World War I was small, yet it set off an inflationary boom. As he points out, "Successful control of prices during the war will aggravate the danger of a post-war boom."

This is not the place to discuss the pros and cons of price control vs. inflation. An assuredly valid comment, however, is that business planning is no better than plunging when it neglects to take into account the risk of a truly explosive inflation.

The longer the war continues, the farther away we shall drift from the normal life of pre-war days. Government control of private activities must inevitably become tighter and tighter. The rift between big business, working hand-in-hand with government agencies, and middle-size business, fighting its own battles—a rift which has already come out into the open in Great Britain—will grow wider. Long-established distribution channels through wholesalers and retailers will be more and more disrupted. International relations will probably be tense.

What else can reasonably be expected? After all, this war is the biggest catastrophe, measured by extent and

Metropolitan Moments by Wisdom



"We'll Buy Coal Now While We Can Get It— When Winter Comes, We Won't Regret It"

You won't be cold next winter, if you have "coaled" this spring. Nor will you need to forego the delights of a cocktail or highball made with mellow Calvert Reserve—despite the fact that Calvert's distilling facilities are now 100% in war production. For we have laid away substantial reserves of rare selected stocks, with the very cream ticketed for Calvert Reserve . . . the "finest whiskey you can drink or serve."

Used in moderation . . . Calvert Reserve . . . will last for the duration

Calvert Distillers Corp., N. Y. C. Blended Whiskey: 86.8 Proof — 65% Grain Neutral Spirits.

intensity, which has occurred since the slow decay of the Roman Empire.

Is this recital of growing dangers properly labelled as pessimism or defeatism? Each one will answer that question for himself. For my own part, if I thought that our military leaders were proceeding on the blithe assumption that everything will come out all right, I should be badly scared. On the other hand, the evidence that they know what they are up against, and what they are going to do about it, seems to me good reason for confidence. Similarly, any indication that our business generals are going to try to kid us into prosperity after the war strikes me as cause for alarm. Fact-finding is the policy, as I see it, most likely to succeed. What do *you* think?

Plans Must Be Realistic

However, this brings up a second question: Considering the numberless uncertainties in the present situation, including the fortunes of war, would it not be wiser to wait and see before attempting to look ahead and formulate business plans? The answer *might* be "yes" if plans could be improvised and put into execution at a moment's notice. But everyone knows how impracticable that is in a sizable organization. Besides, even if plans could be reconverted and staffs rebuilt overnight, it would still be necessary to allow plenty of time to readjust executive attitudes and thinking to conform with post-war conditions and new problems. Worthwhile plans, perhaps involving radical changes in products and distribution, have to mature by stages.

It is fortunate, therefore, that the post-war situation, whatever it may be, will not spring suddenly into being. It is slowly developing *during the war*.


Under these circumstances, business planning has to be a continuous process, just as it always has been. Some of the ideas and plans that look good this month no doubt will be discarded or greatly modified next month. Yet every tentative step, even if it later proves to lead in the wrong direction, plays its part in selecting the right road.

But practical planning is not whoop-la; it is realistic. In that respect improvement is most needed.

England, further along than we in war experience and in post-war thinking, is watching more closely the trends that will shape the post-war world. Prof. D. H. MacGregor of Oxford, states this view clearly: "There has begun to be a new order *now* . . . The choice at the end of the war will largely be how much of the new system is to be kept."

JUNE 1, 1943

NASHVILLE... Capital of Tennessee



Nashville

CITY ZONE

257,726

City and Retail Trading Zone 920,843

Coverage That Really
Presents Your Story—and
Sells Your Merchandise

	CITY ZONE	CITY AND RETAIL TRADING ZONE
Daily Coverage	113%	57%
Sunday Coverage	98%	48%

Nashville Banner
EVENING

Nashville Tennessean
MORNING SUNDAY

OVER 155 000 COMBINED DAILY CIRCULATION

Newspaper Printing Corporation, Nashville, Tennessee
Represented by The Branham Company

How to Measure the Potential Value Of Your Radio Advertising

The telephone is one of the standard tools of radio research. Here are summarized some of the basic facts about the "coincidental" and "recall" methods used in telephone interviews. Here, too, is explained how the results of such calls are translated into "ratings."

BY RICHARD MANVILLE

Advertising Analyst

THIS IS THE THIRD OF A SERIES of articles by Mr. Manville on radio advertising. Previous articles have tried to cover these three points:

1. There is no necessary correlation between "ratings" and sales. (Yet the usually accurate *Time* magazine, reflecting popular notions, had this to say (1-27-41) on ratings: "The critical standards of radio are as simple as a stone axe. The program that attracts the biggest audience is the best program.") Case histories were cited showing where shows with "high" ratings sold little goods, and vice versa.

2. The basic reason why there is no necessary correlation between "ratings" and sales, i. e., "ratings" measure how many listen (in certain larger cities) not whether these and other (small city, rural) listeners buy.

3. A bird's-eye-view of the seven broad tools used to measure radio: and, briefly, how each tool is used. These tools, in the order they will be discussed in these articles are: the telephone; personal interviews; automatic recording devices attached to radios; mailed responses; questionnaires; panel techniques; other methods.

Mr. Manville's articles are simplified digests of the type of information available to you through radio research. They are offered as a quick survey to help you to evaluate your radio program's audience and to turn out a more successful radio program with the tools available.—THE EDITORS.

THE telephone is a quick, inexpensive, handy tool which you may use in measuring radio audiences. It is an excellent means of "contact" with a large portion of the radio audience under certain conditions.

Here, briefly, is how it is done: Experienced telephone interviewers, generally women, sit at a central switchboard in each of several selected cities or "checking points." These are generally the larger cities across the country.

Each interviewer calls a "sample" or small segment of the private telephone subscribers in that city to determine what percentage of the homes called are—or were—listening to the

radio, and to what programs. The percentages determined from these calls are then used as a relative check on the radio listening pattern in that city.

Note that people in telephone homes were asked "if they are—or were—listening." This is because two different checking techniques are generally used: the coincidental and the recall.

Coincidental: If you ask people over the telephone to what program they are listening—at the time you call—you are using one method of radio checking—the "coincidental." In the coincidental method, those numbers which do not answer are considered "not at home," and consequently their radios are considered not on. This fact is taken into consideration in all further calculations. Coincidental ratings are computed on the total number of dialings regardless

of whether interviews were completed.

Recall: If you ask, to what programs they had been listening prior to your telephone inquiry—you are using the "recall" method. The "recall" method is interchangeably called the "day-part" method. In the recall method, because of the time of interviewing differs from the time the program is on the air, they do not assume that the people who do not answer were not at home at the time of the program, and therefore all those who do not answer their phones are dropped from subsequent calculations.

Coincidental ratings are computed on the total number of dialings regardless of whether the interviews were completed. Day-Part (recall) conscious impression ratings are computed on the base of completed telephone interviews.*

There are two major telephone "rating" services in existence today. These services, which compile "ratings" secured by means of the telephone, sell their reports to advertisers, radio stations, and advertising agencies. Costs are quite reasonable, and compare favorably with a completely different type of "ratings" such as are published by other commercial research organizations who do magazine and newspaper recognition and recall studies, so-called "readership reports."

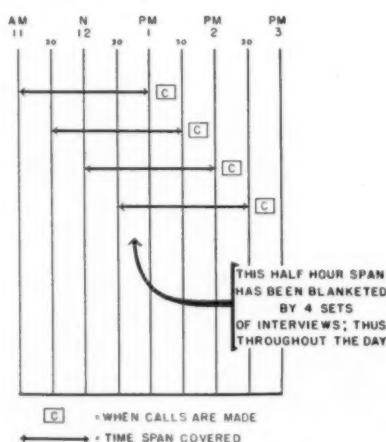
These two services, which mail their radio "rating" reports regularly to subscribers, are the "Cooperative Analysis of Broadcasting, Inc.," and "C. E. Hooper, Inc."

In the trade, the Cooperative Analysis of Broadcasting, Inc., is referred to as the C.A.B. (see-ay-bee). Its reports, published regularly, are compiled for C.A.B. by a separate firm.

*Burt reports an interesting comparison showing differences of reported listening by telephone owning radio listeners interviewed via the telephone by the coincidental and recall methods: "The following was obtained in cities reached by three major networks. Coincidental calls were made during the evening, and ordinary telephone interviews on the following morning. In general, the percentage of listeners reporting a program in the ordinary interview were found to be about one third the number found listening to the program on the preceding evening."

‡Magazines or newspapers are taken directly to the reading public who is asked, "Did you read this issue of this magazine (or paper)? Did you see this ad? Did you see this part of the ad?" "This part?" etc. Relative visibility and reading ratings are then compiled.

CONTINUOUS DAY PART'S OVERLAPPING TECHNIQUE



TELEPHONE INTERVIEWING: Recall (or Day-Part) Method. This chart shows how each half-hour period is uniformly blanketed in series. This levels out the calling (interviewing) period so that no one half hour has the benefit (or loss) due to recency or remoteness from time of interviewing. (Courtesy C.A.B.)



*The Blue Network Commissions
The Sixth Symphony by Roy Harris
For Broadcast Presentation by*

THE BOSTON SYMPHONY ORCHESTRA

THREE MEN MEET—Serge Koussevitzky, Conductor of The Boston Symphony; Mark Woods, President of The Blue Network (right); and Roy Harris, America's leading symphonic composer (at the piano).

And as a result of the meeting, the three men have set up another major milestone in American musical history. The Blue Network has commissioned Roy Harris to write his next—his Sixth—Symphony. The new work will be broadcast, coast-to-coast, next Spring, by The Boston Symphony Orchestra, over The Blue Network.

"In offering this commission to Mr. Harris," said President Woods, "I have made no demands. Nor any suggestions, beyond the hope

that Harris, an American of the soil, would dedicate his Sixth to America's fighting forces—and that it would symbolize our nation's struggle for the freedom of mankind."

Of Harris, as man and musician, Dr. Koussevitzky thus expresses himself, "I think that nobody has captured in music the essence of American life—its vitality, its greatness, its strength—so well as Roy Harris. I feel the genius of his art—which is great because it so colorfully portrays the life of our people."

Speaking of his new work, Harris said that he would compose a major choral symphony, dwelling upon the Lincoln era—which being an era of war and high purpose is particularly significant for the America of today.

THE BLUE NETWORK

A SERVICE OF RADIO CORPORATION OF AMERICA



"Launched via KSO, Coffee Stretcher Wins Iowa Market"

reports Jay E. Tone,
President of Tone Bros.

Three months ago, Tone's Timely Coffee-Saver was little more than an idea.

Today, through hundreds of stores in Des Moines and Iowa, it is a steady seller.

"As a wartime product, our Coffee-Saver serves a market that may exist only for the duration, so we wanted to see it gain distribution as rapidly as possible," reports Jay Tone.

"Because of previous experience with radio on Tone's Pressure-Pack Coffee, we let KSO carry the ball for this new product.

"We have been on the air less than three months—and we are hard-put to keep up with orders—so both our product and our KSO advertising are making good."

KSO

BASIC BLUE
AND MUTUAL
5000 WATTS

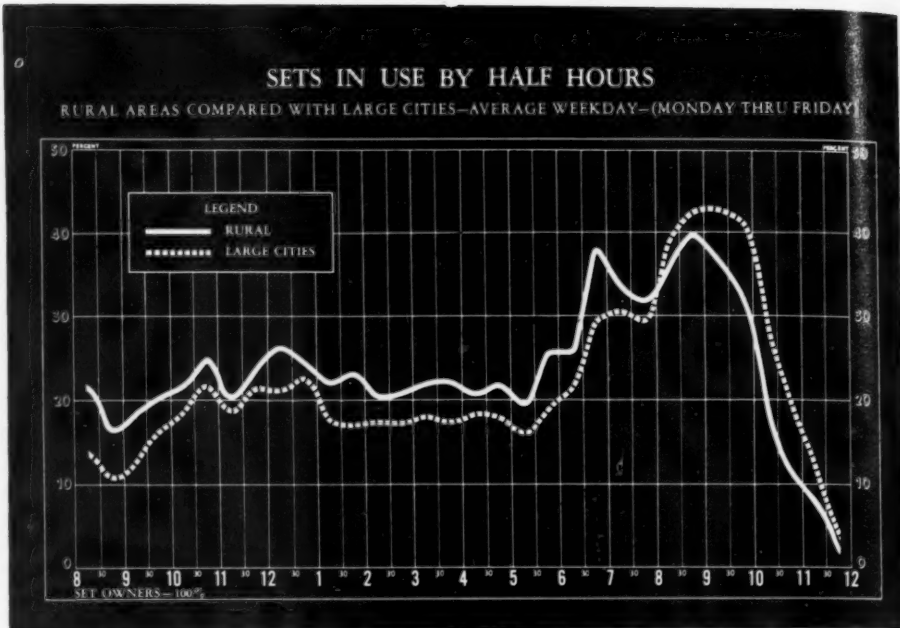
KRNT

BASIC
COLUMBIA
5000 WATTS

The Cowles Stations in
DES MOINES

Affiliated with Des Moines Register & Tribune
Represented by The Katz Agency

[52]



RADIO LISTENING: Urban versus Rural. This chart shows the variations in the average levels of listening between large urban and rural areas—8:00 A. M. to 12 Mid-night. Note the differences in peak levels of listening as well as the variations showing sets-in-use between day and evening. (Courtesy Cooperative Analysis of Broadcasting, Inc.)

vate commercial research organization, Crossley, Inc., who do the actual field telephoning, etc., for C.A.B.

Since Crossley, Inc., does the field work for C.A.B., who is one of their regular clients, it has become closely identified with the C.A.B. For this reason, "rating reports" have become known in the trade as a "C.A.B." or a "Crossley."

C.A.B., however, is not a research organization in the regular sense of the term. It is only the governing top research committee set up by various advertising groups as a joint venture to obtain "rating" reports and to supervise research jobs done for its member groups. The C.A.B. is a mutual, non-profit research entity, jointly financed and sponsored by the 4-A's (American Association of Advertising Agencies) and the A.N.A. (Association of National Advertisers).

C.A.B.'s radio rating reports are issued by and under the supervision of the board of governors of the Cooperative Analysis of Broadcasting, Inc., of which D. R. Smelser (Procter & Gamble), is chairman. Other members on the governing board are John L. Bogert (Standard Brands), Robert B. Brown (Bristol-Myers), L. D. H. Weld (McCann-Erickson), George Gallup (Young & Rubicam), F. B. Ryan, Jr. (Ruthrauff & Ryan), and A. W. Lehman, manager. The reports issued by the C.A.B. are officially termed a "C.A.B. Program Report," or a "C.A.B. Set-User Program Report." Unofficially, as mentioned, it is called a "C.A.B." or a "Crossley."

C. E. Hooper, Inc., a private com-

mercial research organization, does its own field work and turns out its own radio "rating" reports. These are called Hooper Radio Reports. In the trade, the "Ratings," secured by means of the telephone by Hooper, is termed a "Hooper," or a "Hoopering." These two different reports, the "C.A.B." and the "Hooper" have been often used interchangeably in advertising. How they differ will be discussed later.

Their "ratings," as sent to subscribers, are called a "Program," or "Set-user" report. These reports are stapled or bound folders, about 8" x 11", mailed at prescribed intervals. Each report gives a "rating" for all network radio programs for a given period, in the cities used as checking points. Hooper's reports are generally based on the coincidental method. C.A.B. reports are now based on both the coincidental and recall methods.

A rating is the percent of radio homes, with telephones, listening to a particular program, in the checking points called by the rating service. Either the name of the program, identifiable talent, station, or sponsor may be accepted as evidence of listening to a particular program.

Where are these radio checking points, just referred to, from which you call America to find out to what program (s) he is listening? Before we examine the total of 40 checking cities listed (not all of which are necessarily used), a brief word first why they were chosen may be helpful. What determines a "checking point"? Cities generally meet these yard-sticks:

SALES MANAGEMENT

Active in Chicago

Yes, The Chicago Sun is active!

Active in creating reader confidence.

Active in stimulating reader response to its advertising columns.

In recognition of The Sun's ability to move merchandise, Chicago's six great department stores, who do the bulk of their business in the Loop, gave The Sun a twenty per cent increase in lineage for the first quarter of this year—as against the same period last year. (These stores gave only one other Chicago paper—an evening publication—an increase in lineage. And it was less than half The Sun's.)

Active merchants and manufacturers are using The Sun to reach hundreds of thousands of people who read this paper for its fresh, new, vigorous outlook, its policy of printing news without prejudice, and presenting views without malice.

It means there's a new newspaper situation in Chicago—and that

1. You need The Sun in any newspaper combination to cover Chicago completely, economically and efficiently.
2. By using The Sun alone you can make a tremendous impact against America's No. 2 market with a relatively small expenditure.

Buckingham Fountain—The million-dollar gift to Chicago of Miss Kate Buckingham. As costly a fountain as any in the world, the Buckingham is twice the size of the famous fountain of Versailles.

THE CHICAGO SUN

CHICAGO'S MORNING TRUTHpaper



THE BRANHAM COMPANY, National Representatives:

Atlanta, Charlotte, Chicago, Dallas, Detroit, Kansas City, Los Angeles, Memphis, New York, St. Louis, San Francisco, Seattle.

JUNE 1, 1943

[53]

106,828

1940 Population of GREATER JOHNSTOWN PENNSYLVANIA

Virtually Complete Coverage of the Entire Trading Area — 345,869 — is Afforded Only by the

TRIBUNE AND DEMOCRAT

★ FOR DURABILITY SPECIFY KROYDON COVER

for
Instruction Booklets
Catalog Covers
Manuals

Available in a wide range of Colors in Medium and Heavy Weights
20 x 26 23 x 35

Sample book sent on request

•
**HOLYOKE CARD
AND PAPER CO.**
SPRINGFIELD, MASSACHUSETTS

1. Cities selected have local network service from all 4 networks (Smaller cities as a rule, do not have 4 network outlets at one time; hence, generally are excluded as checking points.):

NBC—National Broadcasting Co.—the "Red" Network.

MBS—Mutual Broadcasting System. Blue—The Blue Network Co.

CBS—The Columbia Broadcasting System.

2. An adequate station signal is laid down by each local network station within the area. (How this is determined will be discussed in another article.)

3. There is a sufficiently large list of telephone subscribers to provide "fresh" telephone numbers continuously. Such numbers, incidentally, may be used up at the rate of 5,000 calls per month per interviewer.

Here are radio's "checking point" cities (subject to change):

C.A.B. Cities Measured	Both services measure these cities	Hooper cities Measured
Syracuse	Boston	Fort Worth
Hartford	New York	Denver
Rochester	Philadelphia	Oakland
Spokane	Baltimore	Salt Lake City
Omaha	Detroit	Birmingham
	Cleveland	Indianapolis
	Pittsburgh	Richmond
	Cincinnati	
	Buffalo	
	Washington	
	Providence	
	Chicago	
	St. Louis	
	Des Moines	
	Kansas City	
	St. Paul	
	Minneapolis	
	Oklahoma City	
	Dallas	
	Houston	
	Memphis	
	New Orleans	
	Los Angeles	
	San Francisco	
	Seattle	
	Portland	
	Louisville	
	Atlanta	

As mentioned, trained telephone interviewers call telephone subscribers in these "checking point" cities to determine what percentage listens to the various network programs. In special circumstances, a supervisor can plug in to see that questions are uniformly asked.

Telephone interviewing a given segment of your radio audience results in a certain percentage reporting they are or were listening to your show. How big a segment? Figures vary. They change with frequency and time length of programs. It also varies whether you use "no answers" in your base or number of dialings, how many cities on your show, etc. More of which later.

Sample questions asked by inter-

viewers using the coincidental method, making telephone inquiries at the time the program is on the air:

1. "Were you listening to your radio just now?"

2. "To what program were you listening, please?"

3. "Over what station is that program coming?"

4. "What advertiser puts on that program?"

Interviewers using the day-part or recall method telephone radio set owners, also in certain cities, asking if their sets were in use (over a previous specified period—say, two hours). If so, at what time? To what stations?

Interpreting a "Rating"

Coincidental telephone inquiries to phone subscribers in the cities mentioned, may be used to measure listening to all programs broadcast before 8:00 or 8:30 A. M. and after 10:30 P. M., when it would be impolite to call strangers.

Telephone interviewing a given segment of your audience results in a certain percentage telling you they were listening. This gives you a "rating."

"Rating" is one standard unit of measurement around which a report is built; it is, by definition, the percent found listening to a particular program in the total homes called in checking points in which the specific program is broadcast on a local network outlet. If competition, or bracketing program is different, your rating may be different. Another valuable unit indicator is the percent of sets in use by half hours which show the potential audience available, day and evening.*

We should be careful, however, in asking you not to project your "rating" indiscriminately across a "national" figure of homes, but to use them

1. In those cities called — "which may or may not be representative of the country as a whole." (Rural areas, then, are generally excluded.)

2. Against the income segment of the homes called—only.

3. Against the competition on at that time in the cities called—only.

Most important, perhaps the rating you obtain via the telephone is only a *relative* rating. It is not absolute. The difference is seldom understood—yet is very important.

To get an *absolute* rating we must

*Your "rating" may even remain constant, but if the number of sets in use *decreases* (Let's say due to the normal seasonal decline) you are then getting a larger percent of the sets in use. Hence, the importance for knowing how to interpret a "rating."

SALES MANAGEMENT



HOW DOES YOUR GARDEN GROW?

■ When you look at America's Victory Gardens, score another point for the selling power of advertising! For advertising's unique contribution to our war effort is its ability to sell *big ideas* in terms people understand—to translate the big need for increasing our national food supply into the simple idea of spading up the spot by the garage.

Since the Victory Garden idea was first proposed, patriotic-minded advertisers have devoted thousands of dollars worth of space to its promotion. The return on their money can be seen today in back yards, vacant lots—and even lawns and public parks—all over America.

But the promotion of Victory Gardens is

only one of the many ways in which advertising's highly-specialized techniques are helping to win the war.

Advertising in newspapers and magazines is selling billions of dollars worth of War Bonds and Stamps. It is showing civilians how to conserve precious materials, how to salvage waste, how actually to *raise* their nutrition standard on rationed food. It is performing these and hundreds of other wartime tasks—all with the same vigor and effectiveness which marked its drive for markets in the days of peace.

At Kimberly-Clark Corporation we are proud that much of the greatest advertising in America is printed on our papers.

KIMBERLY-CLARK CORPORATION

ESTABLISHED 1872 • NEENAH, WISCONSIN

NEW YORK: 122 E. 42ND ST. • CHICAGO: 8 S. MICHIGAN AVE. • LOS ANGELES: 510 W. 6TH ST.

Levelcoat^{*}
PRINTING PAPERS

Trufect^{*}

For Highest-Quality Printing

Kimfect^{*}

Companion to Trufect at lower cost

Multifect^{*}

For volume printing at a price



^{*}TRADE MARK

pro-rate our interviews in every possible way exactly as radio sets are distributed. And all programs should be on simultaneously in all areas. Then could we say we had a truly national cross-section which showed that a certain percentage of all sets* were tuned to a certain program. This, "ratings" as usually obtained, does not do. Instead, telephone obtained ratings, often from the higher income groups, tell us that in the selected group of larger cities† a given percentage reported hearing the program.

When telephone interviewer figures, compiled by a private commer-

cial research organization—were corrected by supplementary information secured by personal interview from a true cross-section of homes in a given city (including telephone and non-telephone radio owning homes) "ratings" . . . for one program, a news commentator, showed that twice as many non-telephone homes listened to this particular news commentator as in the telephone-owning homes, in that city. (Just as some programs, based on other special rural checks made, have discovered a number of startling differences in "ratings" between rural versus urban areas.)

If this seems hard to believe, here are some additional typical differences in the listener habits of telephone and non-telephone families in New York City according to the Pulse of New York which makes personal interviews in a stratified cross section of the population, along with other research organizations:

Program	Percent of Homes Listening	
	Telephone	Non-Telephone
Trans Radio News . . . WOR	11.5	4.5
Road of Life . . . WEA	1.3	5.7
Make Believe		
Ballroom . . . WNEW	3.4	8.7
Yours Sincerely . . . WJZ	3.1	1.5
Gambling's Musical		
Clock WOR	4.7	.8
Breakfast		
Symphony . . . WQXR	2.1	0.0

You may be interested in reaching an audience of one income level or another, depending on your product, but it is safer, and wiser to know, exactly, what income, type, class, or sex, etc., of people you are reaching.

Figures of themselves, may or may not indicate the entire story. The reliable indication, however, which a rating can give you, is the trend of your program—in the sample guinea pig cities selected—as to whether your audience—in the strata called—has been increasing—or decreasing—week to week.

Another valuable indication you can obtain from telephone ratings is the degree of "identification" of your program; i. e., the sponsor's name. From time to time, a sponsor may be especially interested in a group of special cities; order his sample in those cities doubled or trebled, and thus get valuable indications in those cities as to "How'm I doin'?" Other special studies may be undertaken to check use, brand identification trends of appreciation, etc., from week to week.

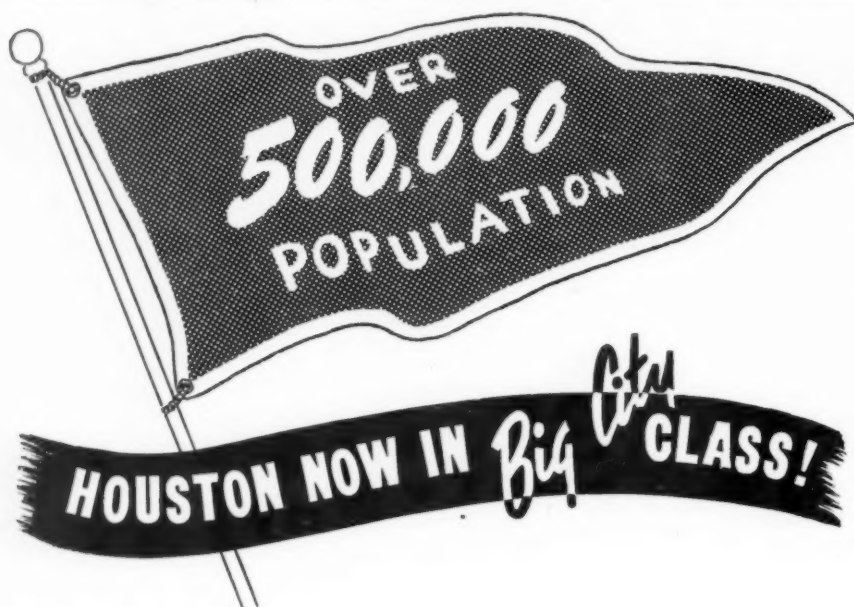
(To be continued next month.)

*Farms and non-farm homes, rural and urban, telephone and non-telephone homes, etc. . . .

†Which further must be modified by saying that in those larger cities measured in those homes which had radios and telephones—thus overlooking from our sample:

1. Non-telephone city homes.
2. Generally rural homes—telephone and non-telephone. Yet there are distinct differences in listening habits, viz: Printers Ink reported, 5/16/41, "That the average daytime program rating is 6.2 in rural areas as against 5.5 in big cities. But at night the average rural rating is only 10.6, whereas the metropolitan rating ascends to 12.8 average." This report was based on a C.A.B. special study; "Program Audiences and Listening Habits: Rural vs. Cities—basic areas."

We can thus get a "rating." But again, we repeat, a "rating" is only for city homes with telephones in the particular cities measured.



FOR years the largest city in Texas and second largest in the South—Houston is now in the class of cities having more than a half million persons within the City Limits—the BIG city class.

According to the number of No. 2 War Ration Books issued within the Corporate City, Houston's population is now 513,235.

While second in the South in population, Houston is first in the South in retail sales. According to Sales Management, Houston's retail sales in 1942 were \$260,600,000.00. This was \$45,000,000.00 more than the retail sales of the South's largest city.

The Chronicle's lead in both circulation and advertising over both the other Houston newspapers is now the biggest in history.

THE HOUSTON CHRONICLE

R. W. MCCARTHY
National Advertising Manager

THE BRANHAM COMPANY
National Representatives

First

IN CIRCULATION AND ADVERTISING FOR THE 31st CONSECUTIVE YEAR

What Qualities Make Good Salesmen Good?

BY R. A. FLOBERG

Division Sales Manager
Morton Salt Co.
Chicago

THERE are about three types of salesmen in any sales organization: The "Ragged-Edgers," The "Get - By's" and the "Supers."

What is there in the "Super" salesman's *mental* attitude that has such a powerful pull toward top-grade success. Is he an optimist? Absolutely. He has faith in himself and a never-failing belief that things will work out his way if he keeps after the business. He sees to it that he knows some of the details of the personal lives of his clients. He is interested in other people—genuinely so—and this quality shows itself in his contact with his customers.

The "Super" Salesman

Is he aggressive? He *has* to be! There is no let up to any appreciable extent at any time because a man of this caliber has no time during his working day for non-essentials. He has a goal in mind and his road offers no short-cuts. His thinking is *direct*, in that he trains himself to point toward a definite conclusion in all things. His customers are not allowed to "hang-fire" and he settles as quickly as possible all questions arising in the territory.

This man's thinking is all *positive*. He does not allow himself to waver between the best and the next best. He makes up his mind definitely as to what course of action he wants to pursue under certain conditions and he, at no time, leans on anyone else to any greater extent than is necessary. Any large organization offers plenty of spots for "leaners" and a large sales organization always has them among the group. The man we are talking of personifies the type of individual who can take the bit in his teeth and act in a positive way under any circumstances which may arise.

What does this man have in the way of *moral* make-up which lends so much support to his progress? First of all, of course, he is entirely honest with himself—never hesitates to look at himself objectively and admit that his weaknesses *are* weaknesses, but can be corrected with enough self-analysis. This definite feeling of improvement within himself gives him enough *moral courage* to face almost

any problem in the belief that he can work it out satisfactorily in the long run. Again there is evidence here that the man is no "leaner." He is a strong man within himself and his beliefs are firmly rooted enough so that he needs no stern guiding hand to point him toward his objective. His thinking is *straight* and therefore honest and straightforward.

What is there in this man's *physical* make-up which lends itself so well to successful selling? *He must be a worker*. He must not be afraid to get his hands dirty in the course of his

work and he must be able to train himself to work out the full day with very little time off for "rest."

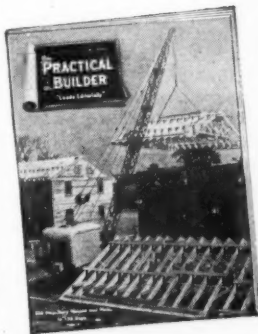
All of these things are founded on the "Super's" ability to develop a high degree of interest in his work. The rewards of his labors are two-fold: (1) He is happier in his work and (2) He is earning more money. What better objectives are there? Certainly none. The man who is capable of self-analysis in sales work can attain success in these same directions if he is willing to face things squarely and take responsibility.

When You're Investigating Markets and Media You Will Want to Know—

Why...?

THE LARGEST CIRCULATION

AMONG BUILDING MATERIAL DEALERS AND CONTRACTORS



Because . . . PRACTICAL BUILDER does not emphasize any particular type of building but stresses rather how to put building materials together in *every kind* of building. For example, a small builder in Olathe, Kansas, discovers a way to save 1c per square foot on a concrete barn floor. This money-saving hint appears in PRACTICAL BUILDER and is taken up by every contractor who can use it, whether building a residence, church, store or bomber plant. Because it is a "how-to-do-it" paper talking the common language of all builders, it has been able to amass the largest circulation among builders who read and believe your message when it appears in its pages.

Circulation: 70,000 net.

Subscription rate: \$4.00 for 3 years.

Because . . . BUILDING SUPPLY NEWS prepares building material dealers for any eventuality, whether new materials, restrictions, management, merchandising, post-war building or any other problems. To quote a recent instance, an ordnance plant near Little Rock, Arkansas, was in the market for 300 over-head doors. A nearby lumber company secured names of manufacturers from the BSN January Catalog issue, for which they paid \$1.00, which resulted in a \$17,000 order for these doors. Because of its editorial policies, BUILDING SUPPLY NEWS has grown until it now has the largest circulation devoted exclusively to building material dealers, with an average of 3.7 extra readers per copy — who influence sale of your products today and in the post-war period.

Circulation: 12,276 net.

Subscription rate: \$3.00 for 1 year.

Industrial Publications, Inc.

Publishers to the Building Industry

59 EAST VAN BUREN STREET • CHICAGO
BRANCH OFFICES — NEW YORK — LOS ANGELES — PORTLAND

JUNE 1, 1943

[57]

"Postwar Economy demands
thorough Development of Wage Earner Markets"

says **C. Scott Fletcher,**

Field Director, Committee for Economic Development.

"When the war ends, our economy will lose a customer—the government—for over half its output. Millions in the armed services and war work will insist on useful jobs with decent pay.

"Thus, individual enterprises must start postwar planning of products and markets... now.

"The postwar economy of new, high level production which the Committee for Economic Development envisions must turn accumulated earnings of vast populations into effective demand for goods. It means the thorough development of Wage Earner markets."



—but

REALLY RA



The Charles Simms family of Cleveland are 100% in war work and buy Bonds regularly. They have been True Story readers for 15 years.

Wage Earners are a completely individual part of America...

They think differently, talk differently, live differently, read differently than other groups. Editing to them calls for a specific technique... of understanding and knowing what *and why* particular stories and features appeal to them.

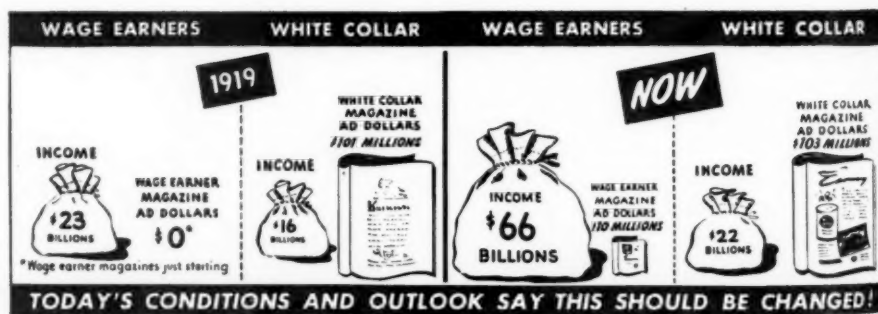
Macfadden editors know these families... through constant research, personal interviews, thousands of letters each month. And it is this close, intimate relationship and understanding between publisher and reader that has made Macfadden such a tremendously powerful influence on Wage Earners through the years.



H. W. Roden, president of Harold H. Clapp, Inc., and Jack Rees, assistant to the president, discuss 1943 plans for reaching Wage Earner Families with J. L. Mitchell, advertising manager of True Story, and H. G. Drake, Macfadden Promotion Director. Advertisers know that Macfadden representatives can talk with authority on the subject

of the vital Wage Earner market.

More premium product advertisers are "drafting" Macfadden advertising pages this year than ever before. Old advertisers are increasing schedules. The Clapp company, for example, will spend with Macfadden in 1943, a fourth again what it spent in 1942.



Numbered among the Macfadden Millions are the S. R. Dusenberrys of East Paterson, N. J. Mr. Dusenberry is a night worker at Eclipse Aviation. Their home and 13-month-old Deborah are the Dusenberrys' chief interests.

The MACFADDEN

True Story and The Macfadden

Withhold on — are you REACHING* Wage Earners?

* Of the approximately \$103,000,000 spent in major magazines in 1942, only \$10,000,000 were spent in magazines primarily edited to Wage Earner families — Publishers' Information Bureau.

One Unit—

The Macfadden Millions

EDITING SPECIFICALLY TO WAGE EARNERS

reaches 21 out of every 100 urban U.S. families!

YOU may be able to enter the Wage Earner market through other media—newspapers or radio, for example. But to really reach Wage Earners—to win and hold them as customers through the years—you need “magazine-type” influence.

For magazine-type influence goes below the surface... penetrates the readers' hearts and minds... builds customers in addition to merely making sales. In one big unit, under one rate structure, the Macfadden Millions gives you both.

The Macfadden Millions has concentrated on Wage Earners alone for 24 years... just as other types of magazines have built friendships among other groups of people.

The Macfadden Millions is close to these families—understands their likes and dislikes, their problems. Thus they are “at home” in the magazines of the Macfadden Millions... the average story is read by 78% of the people who buy them. This is why advertisements too enjoy such thorough readership.

The Macfadden Millions offers you the surest, most effective, most economical way to really reach and influence Wage Earners. 10,020,000** families—the largest single slice of the vitally important Wage Earner market—ready and eager to hear what you have to say about your company and your product today, and about your plans for tomorrow.

**Tentative field surveys (now being checked by America's largest research organization) indicate monthly magazines average to reach 2½ homes per copy sold. Discounting the ½ for Macfadden Millions possible inter-duplication, would mean

that the net circulation of the Macfadden Millions actually doubles! With 5,010,000 average net paid (as reported to A.B.C.) for the last four quarters, total families reached becomes 10,020,000 per month.

MORE RATION BOOKS
PER
ADVERTISING DOLLAR
than any of these other
leading media!***

THE MACFADDEN MILLIONS
580 ration books per dollar

SERVICE MAGAZINES
443 ration books per dollar

WEEKLY MAGAZINES
409 ration books per dollar

GENERAL MONTHLY MAGAZINES
482 ration books per dollar

***A complete breakdown of the above figures is available upon request. Call or write the nearest Macfadden office.

One unit — THE
MACFADDEN MILLIONS
gives you:

1. 10,020,000** loyal, interested families every month.
2. The largest single slice of the powerful Wage Earner market.
3. 16 out of every 100 U.S. families.
4. 21 of every 100 urban families.
5. 24 out of every 100 families in the 97 markets which account for 65% of retail sales.
6. Coverage comparable to radio.
7. Coverage comparable to local newspapers.
8. Coverage that follows city-by-city payroll shifts with the largest issue by issue newsstand volume of any publisher.
9. Brand and package identity.
10. The friendship of millions of Wage Earner families where Macfadden publications have been welcome friends for 24 years.

MACFADDEN MILLIONS

Macfadden Women's Group

FOR 24 YEARS
THE WAGE EARNERS'
FAVORITE MAGAZINES

REACHES 1/2
THE WAGE EARNER
MAGAZINE READING
FAMILIES
AT \$8,550 PER PAGE

Curtiss-Wright Offers Its Employee Relations Techniques to Other Firms

A joint labor-management committee created and tested a soup-to-nuts plan for building employee morale, a "Back Up Our Battleskies" campaign. Now the "know how" of running such a campaign is being passed on to sub-contractors, customers and friends.

BY R. C. FINE

WAR PRODUCTION drives are teaching management and labor many permanent lessons in cooperation and relationships. The Airplane Division of Curtiss-Wright Corp., Buffalo, N. Y., in developing the plans for its "Back Up Our Battleskies" campaign, a war production drive to build an army of 100% production soldiers, has created a tested formula for building employee morale, encouraging the suggestions system, and improving labor management relations, both for the duration . . . and for the post-war period.

The company has compiled a permanent record of the ideas, plans and experiences of the campaign into a working portfolio for its sub-contractors, vendors, and other interested companies. The portfolio is a blueprint of how to plan and execute a successful production drive, and how to build a solid foundation for labor-management cooperation.

Subjects covered in the booklet, in addition to the actual launching of the production drive, described below, include similar detailed descriptions of how to put over War Bond, absentee and safety drives, a suggestion system, a special drive among white-collar workers, and new employees. Reproductions in full color of available posters, banners, throwaways, etc., are also included.

Copies of the portfolio, as well as much of the material used in the drives, are available directly from the Airplane Division of the Curtiss-Wright Corp., Buffalo, N. Y.

1. Organizing the Campaign. The first step taken by Curtiss-Wright was the establishment of a permanent joint labor-management executive committee, composed of 8 people—4 representing labor and 4 management, and the appointment of a war production drive manager in each plant, assisted by clerical and stenographic help.

The scope of the problems that the

committee had to deal with included production quotas, safety, plant house-keeping, saving materials, posters and displays, publicity and information, plant broadcasting and music, quality, fire prevention, suggestions and plant efficiency, rallies and special events, transportation and housing, absenteeism and punctuality, War Bond and charity drives.

Members of the labor-management committee delegated most of the work to existing departments, the war production drive manager and his staff, and kept as its chief function the discussion of plans and the drawing up of recommendations. C-W found this plan to be more effective than setting up a large number of formal sub-committees, as it centralizes all power in one small compact group. The committee meets regularly once a week or oftener on company time.

The various departments of the plant are tied into the drive through the appointment of more aides for every major department—one a work-

er, the other an assistant general foreman or a foreman. This provides a point of contact for the members of the local committee in carrying on their work, spreads the feeling of participation among key men in the labor and management groups throughout the plant, and provides several hundred enthusiastic workers to promote the various objectives of the campaign among the other men in the ranks.

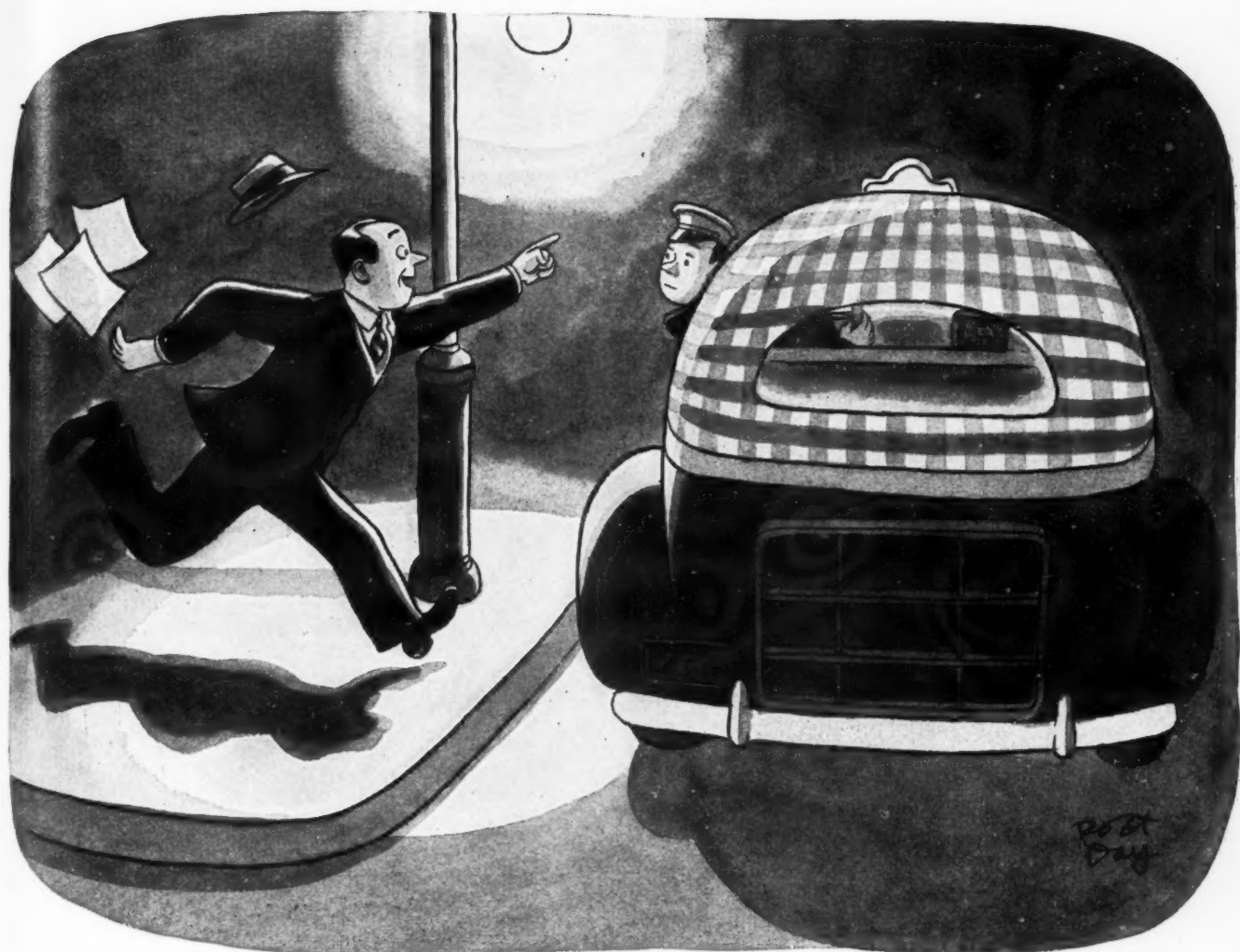
These aides were invited to attend a big opening dinner at which the plans for the drive were announced the day before the campaign broke. At the aides were given a bulletin outlining their duties. Their interest and support is maintained by weekly bulletins.

2. Organizing and Operating Plant Broadcast and Music. A well-planned program of plant broadcasting is one of the most powerful mediums for driving home the objective of the "Back Up Our Battleskies" campaign.

Teaser announcements at the start—announcements on various objectives later in the campaign, were broadcast in cafeterias, lunch rooms, tunnels, and other spots where employees congregate between shifts and during the lunch periods. This does not mean that the plant broadcasting was loaded with talk and propaganda. For example—one minute per broadcast



These leaflets were distributed through the War Production Drive literature racks during the Quality Drive. They point out some of the most frequently made "hidden errors"—and stress what might happen if the mistakes are not corrected properly.



"Follow that man...he knows more about newspapers in Cincinnati than anyone in the U.S.A.!"

Who is he? He's the Cincinnati retailer... the fellow who's right on the local scene, in the papers, day after day. If he picks 'em wrong, he's got sales figures to set himself right within 24 hours.

That's the fellow who's switching to *The Enquirer* in Cincinnati. And that's the fellow whose lead a lot of national advertisers are following, today. Makes sense, doesn't it?

If your list includes the Cincinnati market... pick the paper for the job that's *doing* the job, today... *The Enquirer*.

HERE'S HOW RETAILERS
RATE THE FOUR LOCAL PAPERS



RETAIL DISPLAY LINAGE
1942 vs. 1941

Daily Enquirer	Gained	53,173 lines
Sunday Enquirer	Gained	209,175 lines
Afternoon Paper "A"	Lost	609,108 lines
Afternoon Paper "B"	Lost	425,046 lines

Source: Media Records

CIRCULATION
1942 vs. 1932

	1932	1942	Change	% Change
Afternoon Paper "A"	157,307	156,382	- 925	-.6%
Afternoon Paper "B"	166,265	154,956	-11,309	-6.8%
Daily Enquirer	90,938	131,017	+40,079	+44.1%
Sunday Enquirer	174,424	217,251	+42,827	+24.6%

THE SWING IS TO
THE CINCINNATI ENQUIRER

Represented by Paul Block and Associates

SAYS GOOD MORNING TO ITS READERS AND GOOD BUSINESS TO ITS ADVERTISERS

JUNE 1, 1943

[61]

period for ordinary messages and two minutes for more important messages proved very successful in getting across production incentive messages to every employee in a 24-hour period.

Messages covered every objective of the campaign, and backed up every drive. There were recorded messages on absenteeism, quality, waste and spoilage, recruiting new employees, and all other phases of the drive.

In addition to recorded announcements and special talks by management and factory personnel, morale building material of a general nature is also broadcast at Curtiss plants, including: News and letters from company men in service; reports on the performance of the company's products from the battleskies of the world; pledges to men leaving for service; and interviews with employees.

An important part of the plant broadcasting is a special campaign song, "Back Up Our Battleskies," especially recorded by a top-ranking orchestra.

Although plant broadcasting at Curtiss-Wright is used to the fullest extent for propaganda purposes, the committee realized that the backbone of any well conceived system of plant broadcasting is music. Music is played during every lunch hour and between shifts, to stimulate the employees and to give them a "lift."

3. Making Effective Use of "Back Up Our Battleskies" Signs, Posters and Banners. The labor-management committee in selecting the proper locations for plant posters and banners worked on the premise that the plant is a small city in itself. Like any city it has its main and secondary traffic arteries, its points of heavy traffic concentration, its centers where people congregate for one purpose or another. Avenues of heavy traffic such as entrances or tunnels to and from plants to parking yards—main aisles within the plant, were selected for poster concentration. Secondary arteries, work areas or connecting passageways received a proportionate

quota of posters and banners so that no matter where the worker is or went, their messages were impressed upon him.

There is a specific theme banner for every drive and for other objectives not made the subject of a drive. In addition there are four banners confined to the one idea "Back Up Our Battleskies." These latter banners are changed every three months. The specific theme banners are alternated with "Back Up Our Battleskies" banners, and are changed for every drive and for every objective featured between drives.

By alternating the theme banners with the more permanent "Back Up Our Battleskies" banners, the message delivered reads "Get to Work Every Day" (or whatever the current theme happens to be) "Back Up Our Battleskies." In other words, the two alternating banners are designed so that when read together they make one strong complete thought.

4. Launching the Campaign. Step by step, the "Be a 100% Production Soldier—Back Up Our Battleskies" campaign was launched by:

1. A teaser campaign, carried out through posters, banners, special painted displays, feature articles in Labor Management papers, plant broadcasting and other methods.

2. An opening dinner attended by labor and management leaders and key men to explain the objectives of the campaign.

3. A radio rally at which all Curtiss-Wrighters were informed of campaign objectives and urged to cooperate.

4. A two-week poster and banner display disclosing the meaning of the teasers and urging every worker to sign a pledge to our armed forces. This is the first step in the drive for any army of 100% Production Soldiers.

Advertising experience has proven that one of the most effective ways to launch a campaign is with teaser copy, designed to arouse curiosity and get everyone worked up to a fever pitch over what's going to happen.

This was the tried and proven method used to launch the "BUOB" campaign. One week before the actual campaign broke, the teaser campaign started. The posters and banners featuring the words "Be a 100% Production Soldier and BUOB," the first letters of the slogan "Back Up Our Battleskies" were displayed throughout the plant. Teaser signs were put over every time clock and the letters BUOB were painted on the roads of the parking yard, on the sidewalks, on the floors of the factory.

The main campaign was launched with a big opening dinner for labor and management leaders held on the Sunday before the campaign actually started. Simultaneously the BUOB teaser posters and banners in the plant were changed to posters and banners reading "Be a 100% Production Soldier—Back Up Our Battleskies!"

Dinner Opens Drive

With interest at a peak, invitations and r.s.v.p. cards were sent to members and foreman aides, to key plant officials and company executives. The high spot of the dinner was the Rally of the Air broadcast for all workers, which was brought to the leaders assembled at the dinner as a part of the program. Edward G. Robinson appeared in a specially written playlet—"He Does Not Fly Alone."

When the workers arrived at the plant the morning after the broadcast, it was completely transformed with posters, banners, painted floors and parking areas changed to the "Back Up Our Battleskies" theme. A special edition of the Curtiss-Wrighter, the company house organ, was hot off the press, explaining the drive in full detail, and reporting on the 100% Production Soldier pledge cards which the workers are asked to sign.

On the reverse side of the pledge card is space to record the dates on which the worker attains the various steps required to become a 100% Production Soldier. When the record is completed, the company automatically has a file of its production soldiers.

Those who signed the pledge received an acknowledgement signed by the Chairman of the Labor-Management War Production Drive Committee. Attached to this acknowledgement was the basic merit pin and a leaflet outlining the steps toward reaching the final goal, upon attainment of which he will be awarded a silver button.

Two weeks were allowed for getting in the pledges. During this period the Production Drive Group concentrated on getting in the pledges. Between shifts and during lunch periods, the plant broadcasting system stressed the importance of signing the pledges, and posters and banners backed up the drive.

With pledges signed up by practically every worker, the "Back Up Our Battleskies" campaign was well under way, making it easy to swing into special drives on various objectives.

John J. Foy, assistant director of Public and Internal Relations, is the creator, and F. N. Farrar, coordinator of the campaign.

SALES MANAGEMENT


★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ Largest audience ★

★ in the business field ★

★ (387,226, all net paid) ★

★ CHOOSE THE LEADER IN THE BUSINESS FIELD... ★



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330 West 42nd Street, New York City

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JUNE 1, 1943

[65]

This Atlas Talks... the Business Man's Language!

● It's the needed link between Sales Executives and the Field. Shows how to overcome difficulties caused by gasoline rationing and war-time travel restrictions. Prevents wasteful efforts in planning salesmen's routes. Gives quick survey of new territory to be worked and old territory to be reworked. Shows railroads for every County in every State. Highways also shown for bus and auto travel. Nothing like it . . .

Cram's BUSINESS-MAN'S ATLAS OF THE U. S.

is the first and only Atlas giving all the details relating to each State in a section by itself—and arranged in just the manner that business men have wanted.

Briefly—it is size 12x15 inches, 240 pages. Looseleaf binder. Eye-case treated. Price \$10 prepaid. Gladly sent on a 10-day examination basis.

SEND NO MONEY

Just send name and address on your letterhead—and we'll send the Atlas postpaid. If you don't think that it is just exactly what you need in your business—simply send it back. Descriptive circular on request. But don't delay. You need this Atlas NOW. Send for it. Keep it—or return it—just as you wish.

THE GEORGE F. CRAM COMPANY, INC.

Maps, Atlases, and Globes since 1867
730 East Washington Street, Indianapolis, Ind.

HARTFORD



Hartford has become second only to Boston in New England markets' wealth. (See "Sales Management" buying power data.)

The Courant remains first in ability to move Hartford's wealth. (See any Gilman, Nicoll & Ruthman.)

COURANT

Advertising Must Be Maintained, Companies Tell Stockholders

IN annual reports to stockholders and at annual meetings, several major companies whose business has been built largely on advertising, recently emphasized their intention to continue advertising.

Some of them were Borden Co., General Foods Corp. and Standard Brands, Inc.

In its annual report, Borden expressed its belief in "continuance of advertising in time of war and even of scarcity."

"Trade names," Borden said, "are valuable assets and must be protected against depreciation. . . . Furthermore, during periods of shortage, customer problems become acute. Advertising offers a means of explaining why service is curtailed, why products are difficult to get, and how to use more effectively and economically the limited supplies which are available.

"Finally, the Government looks to business to use its advertising, in part at least, to support and explain wartime projects of public interest."

General Foods, in its annual report, pointed out that "to establish General Foods brands, trade-marks, and customer relationships has taken time, money, and an enormous expenditure of human effort. To protect them during the present crisis is far easier than it would be to rebuild them after the war. . . .

"Where we have no prohibitive restrictions" on products, GF explained, "we shall advertise aggressively, because the public wants to buy good brands of food which are available. On the restricted products—although the restriction itself tends to create abnormal demand—we are advertising at a reduced level, but sufficiently to protect future brand acceptance.

"Even on the one product which we have had to withdraw from the market—Baker's Southern Style coconut—we intend to keep the name in

the minds of consumers by inexpensive advertising in packages of other of our products. . . . This, we think, is a desirable protection of brand names which will represent wanted, available merchandise after the war.

"From an operating point of view, a primary requirement in advertising in today's market is flexibility. Our commitments are such that we can make revisions on short notice."

Replying to criticism of some stockholders that Standard Brands, Inc., is spending too much money on advertising, James S. Adams, president, said that "a careful study of our advertising expenditures has convinced us that we have been *underspending* rather than overspending as compared to our competition."

Criticisms Smacked Down

Standard Brands, he pointed out, is studying means of "getting more effective results from our advertising dollars. We must expect to spend more, rather than less, in the future for advertising, if we are to build up the kind of business you as stockholders have the right to expect."

Plough, Inc., Memphis, makers of proprietaries and cosmetics, said in its annual report that "by reason of our national advertising expenditures we have won millions of new regular users for our products during the past five years, and are confident that our sales have now achieved a nationwide momentum which should assure their maintenance at satisfactory levels regardless of what post-war readjustments the future may hold."

Oliver Farm Equipment Co., Chicago, reproduced four of its current series of farm paper advertisements in its annual report. This was done, said William S. Stinson, advertising manager, to show that "the management has adopted policies which will help our dealers and farm customers to operate as efficiently as possible under present government regulations . . . and under war conditions." It also emphasized that "the company has determined to maintain its position in the farm market for the war period, in preparation for post-war sales."

With recent dividend checks to stockholders, Acme Steel Co., Chicago, reproduced its current advertisement in business papers, "so that stockholders will know how publications are utilized to show the importance of their company's products in the war effort."

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ 26 successful years ★

★ under the editorship ★

★ of Merle Thorpe... ★

★

★ THE MILITANT VOICE OF BUSINESS ★

★

★ NATION'S BUSINESS ★

WHICH IS MORE IMPORTANT— WRITING THE COPY OR SELECTING THE MEDIA?



The Answer is—BOTH!

THERE is no competition between copy writing and media selection. The best in both activities is indispensable to successful advertising. Obviously the same degree of care used in producing a sales message should be employed in selecting the means to get that message before the right people. Guesswork, opinions and unverified claims have no place in media selection any more than careless phraseology and loose statements have in advertising copy.

Facts, decided by advertisers as essential in evaluating the advertising worth of media and in applying media to markets, are supplied in the reports issued by the Audit Bureau of

Circulations. To buy advertising without this information would be like an attorney attempting to practice his profession without a law library.

This business paper is a member of the Bureau. Our A.B.C. reports tell how much circulation we have, how it was obtained, where it goes, an industrial or occupational analysis of subscribers, how much readers pay, the percentage of renewals and other facts that

buyers need in order to select the media best adapted to their requirements. This information is verified by thorough audits of our circulation records, made annually by A.B.C. auditors. Advertising in this paper receives audited distribution.

SEND THE RIGHT MESSAGE TO THE RIGHT PEOPLE

Paid subscriptions and renewals, as defined by A.B.C. standards, indicate a reader audience that has responded to a publication's editorial appeal. With the interests of readers thus identified, it becomes possible to reach specialized groups effectively with specialized advertising appeals.

Member of the Audit Bureau of Circulations



Ask for a copy of our latest A. B. C. report

A. B. C. = AUDIT BUREAU OF CIRCULATIONS = FACTS AS A MEASURE OF CIRCULATION VALUES

JUNE 1, 1943

[67]

Sales Management High-Spot Cities

Retail Sales and Services Estimates for July, 1943

The Office of Price Administration *may* find ways and means of holding down prices, but at present, and for some weeks to come, the markets seem to be up—both the white and the black. As a result of higher prices and expanding purchasing power, the dollar volume for July should jump to \$5,540 million, or a gain of 9.5% over the same month last year.



SALES MANAGEMENT'S *Research and Statistical Department* has maintained for several years a running chart on the business progress of approximately 200 of the leading market centers of the country. Among the ones shown in the following columns are those in which, for the month immediately following date of publication, Retail Sales and Services should compare most favorably with the similar period a year ago.

The estimates cover the expected dollar figure for all retail activity, which includes not only retail store sales, as defined by the Bureau of the Census, but also receipts from business service establishments, amusements and hotels. These last three items are forms of retail expenditure which belong in the grand total, since they are just as much examples of retail expenditures as the purchase of coffee in a food store or apparel in a clothing store.

Two index figures are given,

the first called, "City Index." This shows the ration between the sales volume this year and last. A figure of 126.0, for example, means that total retail sales and services in the city for the month indicated will show a probable increase of 26% over the similar month a year ago. . . . The second column, "City-National Index," relates that city to the total probable national change for the same period. A city may have a sizeable gain over its own past, but the rate of gain may be less than that of the nation. All figures in the second column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National figure is derived by dividing the index figure of the city by that of the nation. The third column, "\$ millions" gives the total amount of retail sales and services estimate for the same month as is used in the index columns. Like all estimates of what will happen in the future, both



Suggested Uses For This Index

- (a) Special advertising and promotion drives in spot cities. (b) A guide for your branch and district managers. (c) Revising sales quotas. (d) Basis of letters for stimulating salesmen and forestalling their alibis. (e) Checking actual performance against potentials. (f) Determining where post-war drives should be localized.

As a special service

this magazine will mail 20 days in advance of publication, a mimeographed list giving estimates of 12-months' Retail Sales volumes and percentages for approximately 200 cities. The price is \$1.00 per year.

the index and the dollar figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Of greater importance than the precise index or dollar figures is the general ranking of the city, either as to percentage gain or the total size of the market as compared with other cities.

In studying these tables three primary points should be kept in mind:

1. *How does the city stand in relation to its 1942 month?* If the "City Index" is above 100, it is doing more business than a year ago.

2. *How does the city stand in relation to the nation?* If the "City-National Index" is above 100 it means that the city's retail activity is more favorable than that of the nation as a whole.

3. *How big a market is it?* The dollar volume reflects quantity of expenditures for sales and services. In the tables readers will find many medium-sized cities with big percentage gains but small dollar expenditures, many big cities with small percentage gains but big dollar expenditures.

San Diego continues to lead the parade as the nation's demands for more planes and more ships continue unabated. Following San Diego with a city index of 183.2 come these 14 cities: Newport News, 163.1; Ogden, 160.1; Portland, Me., 155.2; Wichita, 152.8; Tacoma, 145.1 (see how the shipbuilding centers stand out!); Oakland, 143.6; Portsmouth, 143.2; Austin, 143.0; Tucson, 140.7; Evansville, Ind., 140.5; Savannah, 140.1; Colorado Springs, 140.1; Honolulu, 138.0.

★ Cities marked with a star are "Preferred-Cities-of-the-Month," with gains equaling or exceeding the national gain.

RETAIL SALES AND SERVICES (S.M. Forecast for July, 1943)

City	City Index	Nat'l Index	\$ Millions
U. S. A.	109.5	100.0	5,540.00
Alabama			
★ Mobile	131.0	119.6	7.80
★ Montgomery	109.5	100.0	4.75
Birmingham	106.0	96.6	16.85
Arizona			
★ Tucson	140.7	126.5	4.75
★ Phoenix	133.0	121.5	8.60
Arkansas			
★ Little Rock	115.0	105.0	6.40
Fort Smith	108.9	99.2	2.25

(Continued on page 70)

SALES MANAGEMENT

PRINTING CHECK LIST for ARMY-NAVY "E" CELEBRATIONS



Are you facing this opportunity?

If you've got to handle one of these celebrations, get this "Check list"... it's the "what's what" of presentation custom — prepared by those who have been "thru the mill" on these things. Linweave had it gotten together for you because so many times Linweave Papers have figured in such programs. Want one? There's a copy for you in the office of the nearest distributor of Linweave Printing Papers. Your printer will be glad to get it for you.

THE LINWEAVE ASSOCIATION
SPRINGFIELD, MASS.

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FINE PRINTING AND ENGRAVING
PAPERS • ENVELOPES TO MATCH

Linweave

Sales Management High-Spot Cities

(Continued from page 68)

RETAIL SALES AND SERVICES
(S.M. Forecast for July, 1943)

	City Index	Nat'l Index	\$ Millions
U. S. A.			
California			
★ San Diego ..	183.2	167.2	32.55
★ Oakland	143.6	131.1	38.25
★ Long Beach ..	136.2	124.3	16.15
★ Stockton	125.3	114.4	5.55
★ San Francisco	121.4	110.7	52.05
★ San Jose	119.0	108.6	6.10
★ Berkeley	118.5	108.2	5.15
★ San Bernardino	113.1	103.4	3.40
★ Los Angeles ..	110.5	100.9	99.60
Sacramento ..	107.3	97.8	9.50
Santa Barbara	105.5	96.1	2.65
Pasadena	102.0	93.0	6.05
Fresno	100.3	91.3	5.90
Colorado			
★ Colo. Springs	141.0	128.7	4.35
★ Pueblo	130.1	118.8	3.35
★ Denver	120.0	109.5	24.60
Connecticut			
★ Hartford	115.5	105.5	20.40
★ Bridgeport ..	111.5	101.8	11.30
Stamford	107.2	97.7	4.00
New Haven ..	105.3	96.0	12.45
Waterbury ...	103.8	94.6	6.70
Delaware			
Wilmington ..	107.3	97.8	8.85
Dist. of Columbia			
Washington ..	108.0	98.4	68.05

IN CHICAGO
it's
HOTEL ATLANTIC

400 ROOMS
WITH BATH
from
\$2.50

MEMBER
CLARK at JACKSON

4 Dining Rooms

BUY WAR BONDS AND STAMPS



RETAIL SALES AND SERVICES
(S.M. Forecast for July, 1943)

	City Index	Nat'l Index	\$ Millions
Florida			
★ Tampa	127.5	116.5	8.50
★ Jacksonville ..	120.2	109.7	9.60
Miami	106.3	96.9	12.85
Georgia			
★ Savannah	140.1	128.0	6.95
★ Macon	113.6	103.7	4.05
★ Columbus	110.5	100.9	3.20
Atlanta	107.5	98.0	34.85
Augusta	102.3	93.2	3.90
Albany	102.0	93.0	1.40
Hawaii			
★ Honolulu	138.0	126.0	25.70
Idaho			
★ Boise	121.3	110.7	3.00
Illinois			
★ E. St. Louis ..	117.6	107.5	4.40
★ Chicago	115.3	105.2	213.85
★ Rockford	112.4	102.5	6.85
Peoria	103.4	94.3	7.80
Moline-Rock			
Isl. E. Moline	102.6	93.6	4.90
Indiana			
★ Evansville ...	140.5	128.3	8.85
★ Terre Haute ..	118.3	108.0	5.35
★ Fort Wayne ..	117.3	107.0	9.20
★ Indianapolis ..	116.6	106.5	30.05
Gary	109.4	96.2	6.15
South Bend ..	102.0	93.0	6.30
Iowa			
★ Sioux City ...	120.0	109.5	5.60
★ Cedar Rapids ..	109.0	99.4	4.80
Des Moines ..	108.9	99.3	10.10
Davenport ...	103.1	94.1	4.15
Kansas			
★ Wichita	152.8	139.5	13.20
★ Topeka	145.0	132.4	5.45
★ Kansas City ..	136.1	124.3	6.60
Kentucky			
★ Lexington ...	120.0	109.5	5.10
★ Louisville ...	112.7	103.0	21.45
Louisiana			
★ New Orleans ..	111.8	102.0	21.75
Shreveport ..	104.7	95.5	5.00
Maine			
★ Portland	155.2	141.5	12.65
Bangor	100.5	91.7	2.20
Maryland			
★ Baltimore ...	113.1	103.3	62.50
Cumberland ..	100.0	91.3	3.00
Massachusetts			
★ Springfield ...	126.0	115.0	14.35
★ Holyoke	112.2	102.5	3.15
★ Lowell	112.0	102.2	5.35
New Bedford	109.3	99.7	5.40
Worcester ...	108.0	98.6	12.80
Boston	104.5	95.3	61.60
Fall River ...	104.5	95.3	5.40

RETAIL SALES AND SERVICES
(S.M. Forecast for July, 1943)

	City Index	Nat'l Index	\$ Millions
Michigan			
★ Detroit	131.1	119.7	128.55
★ Lansing	130.0	118.6	9.50
★ Jackson	123.7	112.9	5.05
★ Battle Creek ..	119.6	109.2	4.30
★ Bay City	115.3	105.3	3.70
★ Flint	114.6	104.6	11.45
★ Saginaw	110.2	100.6	4.90
Grand Rapids	108.8	99.3	12.05
Kalamazoo ...	103.9	94.9	5.15
Minnesota			
★ Minneapolis ..	114.5	104.5	34.80
★ Duluth	110.1	110.5	5.75
St. Paul	108.2	98.8	20.00
Mississippi			
★ Jackson	123.4	113.5	4.10
Missouri			
★ St. Joseph ...	125.0	114.1	4.00
★ Kansas City ..	124.5	113.6	33.15
★ Springfield ...	115.3	105.3	3.65
St. Louis	108.6	98.9	48.70
Montana			
Billings	104.6	95.5	2.25
Nebraska			
★ Omaha	132.0	120.5	16.85
★ Lincoln	124.1	113.4	4.90
Nevada			
★ Reno	125.8	114.9	3.82
New Hampshire			
Manchester ..	100.7	91.8	4.00
New Jersey			
★ Newark	118.8	108.5	38.20
★ Camden	113.0	103.2	7.85
Passaic	107.7	98.5	6.65
Jersey City—			
Hoboken-Pat. .	101.6	92.7	24.25
Trenton	97.6	89.0	8.15
New Mexico			
★ Albuquerque ..	117.3	107.1	3.40
New York			
★ Niagara Falls ..	120.5	110.0	5.50
★ Elmira	120.2	109.7	4.15
★ New York	111.3	101.6	391.15
★ Jamestown ...	110.7	101.0	2.65
★ Buffalo	110.5	100.9	32.00
Syracuse	108.2	98.8	13.50
Rochester ...	108.0	98.6	21.05
Utica	107.3	98.1	5.90
Troy	105.5	96.4	3.95
Binghamton ..	105.3	96.2	5.00
Albany	105.0	95.9	8.70
Schenectady ..	102.2	93.4	5.00
North Carolina			
★ Durham	127.5	116.5	4.55
★ Charlotte	118.5	108.2	8.65
★ Winston-Salem			
Salem	112.2	102.5	4.10
Greensboro ..	103.2	94.3	3.75
Asheville	103.1	94.2	4.00
Raleigh	86.3	78.7	2.85

SALES MANAGEMENT

RETAIL SALES AND SERVICES (S.M. Forecast for July, 1943)

City
City Nat'l
Index Index \$
Millions

North Dakota

Grand Forks	108.3	99.0	1.65
Fargo	106.1	93.5	2.80

Ohio

★ Akron	130.6	119.3	21.45
★ Dayton	118.5	108.2	18.75
★ Springfield	115.4	105.4	4.50
★ Toledo	114.5	104.5	20.75
★ Cleveland	114.0	104.1	64.60
★ Canton	112.1	102.4	8.85
★ Cincinnati	110.6	101.0	38.10
★ Columbus	108.8	99.4	23.85
★ Youngstown	107.8	98.4	11.30
★ Zanesville	104.4	95.4	2.40
★ Steubenville	100.0	91.3	2.90

Oklahoma

★ Muskogee	136.2	124.4	2.90
★ Oklahoma City	120.5	110.0	12.75
★ Tulsa	110.3	100.7	8.60

Oregon

★ Portland	136.5	124.5	35.90
★ Salem	110.0	100.5	2.85

Pennsylvania

★ Williamsport	124.2	113.4	3.65
★ Chester	121.5	110.0	4.95
★ York	115.0	105.0	4.50
★ Erie	109.5	100.0	7.30
★ Harrisburg	107.5	98.3	7.00
★ Philadelphia	107.3	98.0	112.15
★ Pittsburgh	107.2	97.9	49.10
★ Wilkes-Barre	104.5	95.5	5.45
★ Reading	101.6	92.8	6.65
★ Lancaster	101.6	92.8	4.60
★ Johnstown	100.7	92.0	4.75
★ Scranton	100.1	91.5	7.00
★ Allentown	101.0	92.3	5.20
★ Altoona	95.4	87.1	3.85

Rhode Island

★ Providence	113.3	103.3	21.50
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South Carolina

★ Columbia	123.5	113.7	5.55
★ Spartanburg	114.5	104.5	3.40
★ Greenville	106.7	96.3	4.10
★ Charleston	111.2	101.5	4.90

South Dakota

★ Sioux Falls	118.0	107.7	4.35
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Tennessee

★ Nashville	119.0	108.6	11.80
★ Chattanooga	118.4	108.1	8.95
★ Knoxville	112.0	102.3	7.10
★ Memphis	104.8	95.4	19.80

Texas

★ Austin	143.0	130.5	7.30
★ Fort Worth	126.6	115.6	14.45
★ Beaumont	121.2	110.7	4.15
★ Waco	119.6	109.2	3.40
★ Galveston	117.6	107.5	3.25
★ San Antonio	115.1	105.1	13.35

RETAIL SALES AND SERVICES (S.M. Forecast for July, 1943)

City
City Nat'l
Index Index \$
Millions

Texas (cont'd.)

★ Houston	114.3	104.4	27.00
★ Dallas	112.1	102.4	23.35
★ El Paso	110.3	100.7	4.60
★ Wichita Falls	95.0	86.7	2.60

Utah

★ Ogden	160.1	146.1	4.90
★ Salt Lake City	118.0	107.7	10.95

Vermont

Burlington	95.4	87.1	1.95
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Virginia

★ Newport News	163.1	149.0	4.95
★ Portsmouth	143.2	130.7	3.55
★ Norfolk	122.0	111.4	11.45
★ Richmond	121.7	111.2	16.75
★ Lynchburg	100.0	91.3	2.55
★ Roanoke	97.5	89.0	4.30

RETAIL SALES AND SERVICES (S.M. Forecast for July, 1943)

City
City Nat'l
Index Index \$
Millions

Washington

★ Tacoma	145.1	132.5	13.50
★ Spokane	135.0	125.0	11.80
★ Seattle	126.3	115.4	43.20

West Virginia

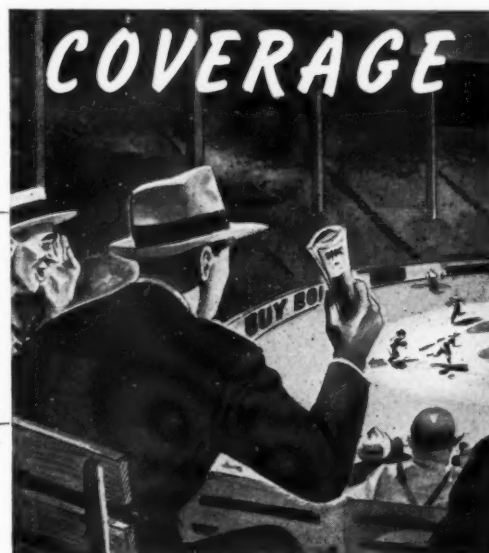
★ Huntington	112.3	102.5	4.50
★ Charleston	102.8	93.7	5.80
★ Wheeling	101.9	93.0	3.50

Wisconsin

★ Milwaukee	127.0	116.0	47.95
★ Manitowoc	120.1	109.6	2.00
★ Superior	117.1	107.0	2.20
★ Sheboygan	103.0	94.0	3.00
★ Green Bay	102.7	93.6	2.35
★ La Crosse	102.0	93.1	2.40

Wyoming

★ Cheyenne	120.0	109.5	2.05
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FROM WITHIN



much better
to be inside

Take a seat inside if you want to enjoy radio coverage of all of Central New England. True, you can get a knot hole view from the outside, but that's about all. Ears and dials are tuned to WTAG, Worcester, in excess of any other station heard in the area.

With WTAG you blanket a huge industrial war market. Army and

Navy E flags already fly from thirty-one of Central New England's 400 war-engaged industries. No wonder Worcester, with \$396 per family, leads the nation's cities of 100,000 or better, in per family food expenditures. No wonder payrolls soared 53% in 1942. Worcester is a MUST market in Massachusetts.



BASIC
COLUMBIA

PAUL H. RAYMER CO.
National Sales Representatives

Associated with the
Worcester Telegram-Gazette

HOIST

your



**A campaign in
the Herald
will provide
the lift**

NEW BRITAIN HERALD

NEW BRITAIN, CONNECTICUT
The Hardware Center of the World

STORY, BROOKS AND FINLEY, Representatives

Media & Agency News

Agencies

Allen L. Billingsley, Fuller & Smith & Ross, Cleveland, was elected chairman of the board at the annual meeting of American Association of Advertising Agencies in New York. Emerson Foote of Foote, Cone & Belding, New York, was elected vice-president; Robert E. Grove, Ketchum, MacLeod & Grove, Pittsburgh, secretary, and John L. Anderson, McCann-Erickson, New York, was reelected treasurer. John Benson continues as president and Frederic R. Gamble as managing director.

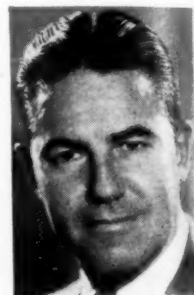
Council chairmen for the year ending March 31, 1944, are Philip W. Lennen, Lennen & Mitchell, New York council; Kenneth R. Sutherland, Sutherland-Abbott, Boston, New England; Norman W. Geare, Geare-Marston, Philadelphia, Atlantic; W. F. Lochridge, J. Walter Thompson Co., Chicago, Central, and Dan B. Miner, Dan B. Miner Co., Los Angeles, Pacific council.



Allen L. Billingsley, Fuller & Smith & Ross, the newly elected 4-A's chairman.

Continental by
R. M. G., Inc.

Ralph H. Jones retires after 30 years as president of Ralph H. Jones Co., Cincinnati and New York agency. Charles M. Robertson, Jr., is elected president, and Stanley A. Willer, vice-president and general manager. Mr. Robertson has been with the agency for 14 and Mr. Willer for 18 years. Accounts include P. F. Collier & Son Corp., Modern Kitchen Bureau, Alexander Hamilton Institute, Kroger Grocery & Baking, and Stations WLW and WSAI.



Weston Hill will head his own agency, Hill Advertising, Inc.

Weston Hill, formerly a creative executive with Ruthrauff & Ryan, Blackett-Sample-Hummert and H. W. Kastor & Sons, forms Hill Advertising, Inc., 250 Park avenue, New York, emphasizing new products and processes. A branch office will be opened in Chicago. . . John A. Finneran, for many years with the New York Times and Journal-American, forms John A. Finneran Agency, 1475 Broadway, New York. . . Louis Shappe and Jesse E. Wilkes join forces as Shappe-Wilkes, Inc., 215 Fourth avenue, New York. . . Henry J. Kaufman Agency, Washington, is now directed by a management committee composed of department heads, while Capt. Kaufman is on duty with the Army.

* * *

Charles Farran, Griswold-Eshleman Co., is elected president of the Cleveland chapter of the Four A's. . . Ovid Riso, former advertising executive with RCA Victor's international division, becomes manager, Latin-American department of Young & Rubicam. . . Brooks Middleton, from Schwimmer & Scott, joins W. W. Garrison & Co., Chicago, as vice-president. . . Herb R. Beaven is made vice-president of Brischner, Davis & Van Norden, at Los Angeles. . . David J. Maxin joins H. W. Kastor & Sons Advertising Co., Chicago, as drug merchandising director. . . Richard Whitmore and Frank Haas join the time buying staff of Lake-Spiro-Shurman, Memphis. . . T. D. Wells, from Ted Bates, Inc., joins Lennen & Mitchell as a radio executive. . . Oscar C. Dahlman returns to Bert S. Gittins Agency, Milwaukee, as an account executive. . . Bernard B. Schnitzer joins Garfield & Guild, San Francisco, as account executive. . . Robert A. Davies, Jr., is now with Donahue & Coe, New York, as an account executive. . . George Butterly resigns as vice-president of S. Duane Lyon, Inc., New York City. . . Clifford Dillon, formerly group copy head with Kenyon & Eckhardt, joins the copy staff of J. Walter Thompson Co.

Accounts:

Schenley Import Corp. places Bacardi rum with Peck Advertising Agency. . . American Mutual Liability Insurance Co., Boston, to McCann-Erickson, effective July

SALES MANAGEMENT

bargain buy



A half dozen of the finest news commentators on anybody's air and the other Blue Network features help to build the audience that makes KECA the Bargain Buy of Southern California.

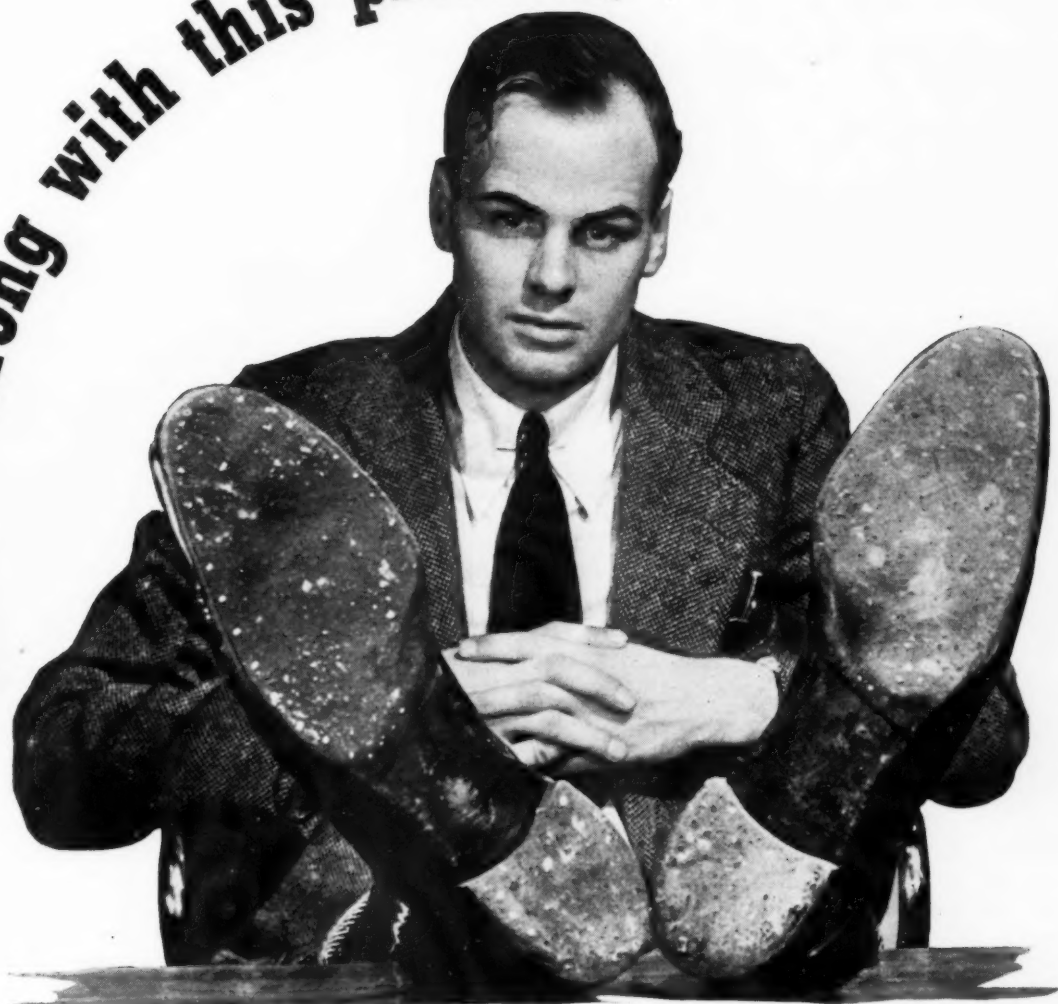
KECA

OF LOS ANGELES

Carle C. Anthony, Inc.

BLUE NETWORK AFFILIATE • FREE & PETERS, Inc., National Representatives

what's wrong with this picture?



Well, for one thing it's out of perspective. Just about as distorted as the view of an executive who stands too close to his own problems to get a proper perspective. And true perspective is all important to putting your plans in the right picture.

All of which is another way of explaining why wise business men employ Ross Federal to determine facts first. Here is a country-wide organization of 4200 experienced men, trained to get accurate information in the right perspective.

Talk to a Ross Federal man today about your plans for tomorrow.

FIRST with the Facts!

ROSS FEDERAL RESEARCH CORPORATION • 18 EAST 48TH ST., N.Y.C.

AND 31 KEY CITIES FROM COAST TO COAST



Have you heard the hit song, "Lili Marleen"?

IT'S NOT ON the juke-boxes... your favorite crooner doesn't croon it—but it's just about the biggest song hit in the world today! And—it came out of Germany! The German soldiers sing it straight—the conquered people parody it (you can guess how!)—and the British have their own words for it.

IT WAS PLAYED for the first time over the American air-waves on *The March of Time* on April 29th, sung in English translation. It's another in a long line of scoops, beats, and exclusives on *The March of Time* week after week after week.

THE MARCH OF TIME brings you news from the world's War Fronts... told by the people who saw it happen... and much of it is news that you don't get in the papers.

TUNE IN ANY THURSDAY—and you'll tune in every Thursday. For you'll see why *The March of Time* has been called "a great public service"... and "the high spot of the radio week"!

THE MARCH OF TIME

Sponsored by the editors of

TIME

beamed to 23,000,000 radios of

THE NBC NETWORK
THURS. 10:30 P. M., EWT

Rebroadcast by short wave
each week to Europe, Asia,
Australia, and Latin America.



Mr. Jones' Last Job: Ralph H. Jones, who retires from Ralph H. Jones Agency, studies the advertising for the Second War Loan drive, the last campaign prepared under his direction, which helped Cincinnati lead the nation in sales. With him are several veteran associates in the agency—from left to right, Stanley A. Willer, Thomas M. Talley, Mr. Jones, Charles M. Robertson, Jr., Robert H. Bliss, Elmer Vehr.

1. . . New York *World-Telegram* appoints Leo McGivena & Co. for circulation and advertising promotion. . . Grocery Store Products Co. names Duane Jones Co., New York, for Kitchen Bouquet. . . Hartnell Parfums, sponsored by Norman Hartnell, dressmaker to the British royal family, to Wesley Associates, New York. . . Radio advertising of Revlon Products Corp., cosmetics, to William H. Weintraub & Co. . . Manhattan Radio Parts Co. to Irwin Vladimir & Co., New York. . . S. A. Schonbrunn & Co., Savarin coffee, to Ruthrauff & Ryan. . . National Association of Merchandise Brokers, Inc., to Abbott Kimball Co. . . Davey Compressor Co., Kent, Ohio, to Ross Roy, Inc., Detroit. . . Calo Dog Food Co., Oakland, Cal., to G. A. Cummings Agency, there.

Radio

Chairman James L. Fly of the Federal Communications Commission announces that the network broadcasting regulations, recently upheld by the Supreme Court, will become effective on June 14. . . National Association of Broadcasters, however, intends to continue its fight against the new regulations. Neville Miller, president of N.A.B., points out that hearings on the White-Wheeler bill to review the present Communications act are getting under way. The rules may be suspended pending a Senate investigation.

Although listenership is reported to be continuing at high levels, radio "circulation" is said to be affected by lack of repair parts for receivers. The *Wall Street Journal* says that "millions of home radio sets—no one knows quite how many—are out of commission and the situation will get worse over the next few months." A battery shortage has affected many of the 3,500,000 rural radios, and lack of parts, principally tubes, has affected from 50,000 to 100,000 sets each in such cities as Philadelphia, Detroit and Los Angeles. . . Meanwhile, WPB is said to be increasing production of farm radio batteries to 425,000 a month.

CBS observed on May 19 the first anni-

versary of its Network of the Americas, with 97 stations now linking the United States with its 20 neighbor republics to the south. . . NBC issues a brochure, "Sincerely Yours," paying tribute to the war work of advertisers and agencies through the Advertising Council. . . Blue Network reelects all officers, headed by Niles Trammell, chairman of the executive committee, and Mark Woods, president. Mr. Trammell also is president of NBC. . . A newly-elected officer of Mutual Broadcasting System is J. E. Campeau, CKLW, Detroit.

* * *

Arthur L. Forrest succeeds William E. Webb, now in the Navy, as manager of NBC's public service promotion division. . . WFTL, Fort Lauderdale-Miami, Fla., appoints Headley-Reed Co. as national representative. . . WOR, New York, reports record April business, and WQXR, New York, three times as much new business in April as in April, 1942. . . Sherman D. Gregory resigns as manager of WEA, New York. . . Ray Shannon becomes program director of KMBC, Kansas City. . . Dr. Miguel Albornoz joins NBC's international public relations department. . . Joe Lopez becomes manager of WEAN, Providence, succeeding Malcolm Parker, now in the Army. He continues also to manage WICC, Bridgeport. . . Charles J. Oppenheim is now publicity director of WOR, New York, succeeding Richard Pack, who enters military service.

* * *

Blue Network reports in "A Survey of Daytime Radio Listening Habits," conducted by Foote, Cone & Belding, that "89% of women . . . turn their sets on some time during the day. . . In cities of more than 500,000 population, 85% turn their sets on some time during the day; on farms 91% use their sets daily." Of all daytime listeners, 81% keep their sets on for at least an hour; 29% listen as much as four hours or more. The study covers such factors as "When are they at home?" "When do they listen?" and how much they listen to serial programs. Sixty-five per cent of women say the war has had no effect on their listening, and 26% listen to news programs more than usual.

SALES MANAGEMENT

Magazines

About 400 magazines, business papers and house organs, with combined circulation of 100,000,000, are expected to promote War Bonds on covers of their issues appearing just prior to July 4. Number and circulation of participating publications, says Paul MacNamara, promotion manager of Hearst Magazines, who initiated the "flag on the cover" program, will be as large as in last July's observance.

In this year's program any patriotic theme may be depicted, with the flag shown, if possible, but bonds are to be emphasized. The Treasury Department is actively sponsoring the program. A thousand department stores will run window displays, and 150 magazines are printing 1,000 extra covers for use in them. Mr. MacNamara is chairman of the committee, which consists of Harry Steeger, Popular Publications, for pulp magazines; Kenneth Pratt, Robert Newcomb, Inc., for house organs, and David Judson and Sydney Mahan of the Treasury's War Savings Staff.

Macfadden Publications start to offer *True Story* with Macfadden Women's Group as "the Macfadden Millions." More than 5,000,000 circulation may be bought with one order and one plate. . . Fawcett Publications introduce Fawcett Comic Group of eight magazines with combined circulation of 3,115,000. . . Screenland Unit reports a new circulation peak of 825,000.

Magazine lineage currently is about 20% ahead of same date last year.



Phillips Wyman is the new director of publication selling at McCall's.



And John E. Smith (right) is appointed advertising manager of McCall's.

Phillips Wyman, for 20 years circulation director of McCall Corp., publisher of *McCall's*, *RedBook* and other magazines, is appointed director of publication selling, in charge of both advertising and circulation sales activities. And John E. Smith, since 1935 Eastern advertising manager of *McCall's*, has been appointed advertising manager of the magazine, according to an announcement from Mr. Wyman.

William A. Rosen is appointed eastern advertising manager of Guide Screen Unit

and A. L. Reinitz eastern advertising manager of *Click*. . . George Otto, from Paul Block & Associates, is named promotion manager of *Air News* and *Air Tech*. . . Doris Fleeson, from the *New York News*, is appointed war correspondent for *Woman's Home Companion*.

Country Gentleman issues decalcomanias for use on vehicles of both farmers and U. S. Crop Corps volunteers, bearing the legend, "Farm Work Is War Work."

Newspapers

Total advertising lineage in newspapers of 52 major cities in April gained 17% from April, 1942, the sharpest upward trend for any month in years, according to Media Records. Every major classification moved ahead—classified 34.8%, automotive 18.5, general or national 16.7, retail 11.3, and financial 6.6.

For the first four months of the year, total lineage in these cities gained 9.5%. Classified was up 24.4, general up 19, automotive up 14.7, and retail (which represents more than half of all lineage) up 2.3. Financial declined 8% in the four-month period.

The *American Press* finds in a survey that 91.3% of weekly newspaper publishers believe that the Federal Government "should pay at least part of the cost of war advertising." Small town papers are expected to support almost unanimously a bill introduced by Senator Bankhead of Alabama, which would appropriate \$30,000,000, primarily for War Bond advertising. Most of these publishers argue that "the Government is paying for everything else it needs . . . and there is no reason why it should not be equally willing to pay for newspaper space, which is the publisher's only stock in trade." Most of them also ridiculed the idea that Government-paid advertising would lead to Government control of the press.

New York *Post* organizes its national advertising department, under Edward C. Kennelley, for direct coverage of agencies throughout the country from New York. . . Lawrence W. Merahn, promotion manager of the *New York Sun*, also will serve as manager of the news bureau of National Newspaper Promotion Association.

New York *Mirror* becomes a member of Bureau of Advertising. With this addition all eight general New York City dailies which carry advertising, and the *Wall Street Journal*, are members.

Business Papers

Business paper publishers who can prove "public convenience and necessity" to WPB are still able to get paper for new publications. New business papers launched or projected since last September 15 are in such fields as aircraft and air transportation, Army and Navy service, machinery, marine, metals, paper, plastics, prefabricated homes, waterways, and wine.

Boot & Shoe Recorder, a Chilton publication, changes publication frequency from weekly to twice a month. . . Druggist edition of *Chain Store Age* finds in a survey "a dangerous shortage of registered pharmacists that threatens to close many of the nation's drug stores."

YOUR DOORWAY TO SALES

DIESEL PROGRESS

DIESEL—one of the two industries that will come out of the War **ROARING!**

HIGHEST RATE PER PAGE
LOWEST RATE PER READER
EDITED BY REX W. WADSWORTH

3 West 43rd Street,
New York, New York

Send for Diesel Industry information and complimentary copy:

DIESEL PROGRESS

IN THE PACIFIC

his job will be easier if you back him up with war bonds.

in **St. Louis**

your job will be easier after a good night's rest at..

HOTEL Kennox

EVERY ROOM AIR CONDITIONED . . .
NOISE-PROOFED . . . FROM \$3.00

★ ★ ★ ★ ★ ★ ★ ★ ★ ★

★ **Lowest cost** ★

★ **in the business field** ★

★ (\$4.63 per page per 1,000) ★

★ CHOOSE THE LEADER IN THE BUSINESS FIELD . . . ★

NATION'S BUSINESS

Write for circular on **ARTKRAFT Hot Cathode FLUORESCENT LIGHTING**

SIGNS OF LONG LIFE
by **ARTKRAFT**
SIGN CO., LIMA, OHIO

PHOTOSTAT PRINTS

Photostat reproductions only 12c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc.
165 Broadway; 1 East 42nd Street
Cortland 7-4836

Comment

BY RAY BILL

A NEW THREAT TO SELLING. Conception, production, distribution, sales—that is the order in which we build a typical American manufacturing concern and, of course, it is upon the free development of the first three of these that the whole function of selling is premised. If all are done well, reward follows in the form of profit.

We all recognize that there usually is a larger percent of profit opportunity in specialty items than in staples. Specialty items almost always involve features arising from patents; and in many instances even staples involve patents which make the product slightly different or have contributed to the efficiency of the manufacturing methods used to produce and distribute them.

All who are interested in selling must, therefore, be vitally concerned with how the Government regulates the issuance and use of patent rights, because in them lies a large portion of "the conception phase" on which manufacturing concerns are originated and successfully maintained.

At this time there is pending before the United States Senate what is known as the Kilgore Bill. It seeks to establish a Federal office of Scientific and Technical Mobilization. This measure, if passed, will in effect authorize the complete socialization of all forms of property, plans, methods, technical information and "know-how" of all industries and of personnel devoted to scientific and technical effort.

While fully approving the coordinating of all such research for war purposes, the whole profession of selling should vigorously oppose continuance of such socialization when the war emergency no longer exists. James D. Cunningham, Chairman of the Committee on Patents, National Association of Manufacturers, and president, Republic Flow Meters Co., puts it none too mildly when he says:

"Coordination of all research by Government for war purposes is essential and proper, but permanent socialization of research—the basis of our competitive economy—would be equivalent to a negotiated peace in which we give up our way of life and accept our enemies' philosophy of Government monopoly.

"Without free competition and the profit motive as an incentive to the creation and development of new products and services, we could safely prophesy the end of America's industrial supremacy.

"Keen rivalry among industry's 2,300 research laboratories and among thousands of companies to find and develop new and better products is eloquent proof that private monopoly does not exist in this field of American endeavor. A proposal from a small but aggressive minority to concentrate in the hands of a single Government official complete control of all research, invention and engineering development is a threat of dangerous Government monopoly."

N.A.M. analyzes this bill in a booklet entitled "Shall Research Be Socialized?"—from which we quote:

"The bill is directly opposite to the constitutional provision for patents which grant to inventors 'the exclusive right to their . . . discoveries.'"

"The Office of Scientific and Technical Mobilization would be provided with means by which it may acquire complete information regarding projects and developments underway by industry as well as independent inventors. It could then destroy the fruit of the labors of those from whom the information was acquired by having the Government itself develop or turn the project over to someone else to develop, thereby vesting the completed invention in the Office. No redress would be available to the one who originally furnished the data on which the invention was developed.

"It provides not only for piracy of inventions, but it lays claim in advance on the inventor's unborn brain children.

"This provision for the vesting of exclusive rights in the Office ignores the incentive given to inventors by the Constitution to encourage invention, and also ignores the incentive given to speculative capital and industry to develop new enterprises which is now provided by the grant of exclusive rights in inventions for a limited time."

During wartime, it is necessary to centralize authority by placing it in the hands of a relatively few competent people. But after each war, decentralization of such power accounts for tremendous forward progress. As regards the Kilgore bill, there is no time to delay by planning to do your part later on. Call in your secretary *now* and either wire or write your Senators, lest those who believe in such socialization scuttle in very large degree the future opportunity of the entire sales profession.

O RCHIDS TO ENGLAND. As we go to press, the Sales Managers' Association of Philadelphia is about to present its annual Howard G. Ford Award to the Incorporated Sales Managers' Association of Great Britain. In doing so in behalf of the Philadelphia group, Thomas B. McCabe, president of the Scott Paper Co., will make clear to our English colleagues of the sales profession that this 1943 award is given as "A tribute to their courage and enterprise in carrying on the essential functions of distribution while meeting the demands of a nation at war."

F ROM BOTTOM TO TOP. The youth of America frequently listens to success stories of men who started at the bottom of the business ladder and then rose, despite great obstacles, to the pinnacle. Too often these success stories deal with past decades, if not, indeed, with past generations. Hence, young people sometimes wonder whether such careers lie within the bounds of present day possibility. The answer continues, of course, to be "yes." But it is nice to run into new examples of outstanding character, particularly when a humble salesman rises to the top.

All of this preamble leads up to the "newest news" about Hanford Main. He started his career as a salesman in a St. Louis bakery. From this position he progressed to bakery sales manager—to manager—in 1929 to assistant to the president—in 1933 to executive vice president—and in 1943 to the presidency of one of the nation's best known food concerns; namely, the Loose-Wiles Biscuit Co. "Hats off" to a great salesman who went, in this modern day, all the way the American way.

SALES MANAGEMENT